

The Development of Czech Female Managers, 1989 – 2013

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ABSTRAKT

Tématem bakalářské práce je vývoj manažerek v České republice v letech 1989 až 2013. Teoretická část obsahuje nejen důležité poznatky z 20. století a současnou situaci žen ve 21. století, ale také se zabývá nynějším problémem, který spočívá v odkládání rodiny kvůli kariéře. Součástí praktické části jsou rozhovory s úspěšnými manažerkami, které popisují svou cestu za kariérou, doplněnou o jejich názory na současnou situaci žen. Dále pak praktickou část tvoří dotazník, který je sestaven pro studentky Fakulty humanitních studií a Fakulty managementu a ekonomiky, zjišťující a porovnávající jejich plány ohledně rodiny a kariéry i jejich pohled na současnou situaci žen.

Klíčová slova:

manažerka, kvóta, Evropská Unie, ekonomie, management, věda, obchod, společenský život, mateřství, bariéry, vedoucí pozice, komunismus

ABSTRACT

The topic of the bachelor's thesis is the Development of Czech Female Managers since 1989 until 2013. The theoretical part of the thesis contains not only important findings of the 20th century and current situation of women in the 21th century, but it also deals with the contemporary issue of postponing a family because of a career. The practical part includes interviews with successful female managers describing their progress in the career which is supplemented by their opinions about the current situation for women. The practical part is also constituted by a questionnaire which was created for female students of the Faculty of Humanities and Faculty of Management and Economics. This questionnaire finds out and compares their plans regarding family and career together with their opinions about the current situation for women.

Keywords:

manager, quotas, European Union, economy, management, science, business, social life, motherhood, employer, barriers, leading position, Communism

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“Some leaders are born women.”

-Geraldine Ferraro

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INTRODUCTION

The work deals with the development of Czech female managers since 1989 until 2013. I have chosen this topic because the gender issue is recently extensively discussed all around the world. Furthermore, this problem started to be so serious that European Union had to take certain measures. I wished to learn more about this issue and to point out my findings further.

I processed the analysis of a questionnaire which was distributed among female students of Faculty of Humanities and Faculty of Management and Economics at Tomas Bata University in Zlín to compare their opinions about recent situation for women and their future specialization. The reason why I opted for this target group was to discover how many of the students want to become a manager and how many of them put family at the first place. The reason why I chose to interview successful female managers was because of their opinions and pieces of knowledge. Firstly I want to confirm or disprove the theory and secondly I am doing a research where I make comparison in the findings.

The work is divided into 2 parts.

The theoretical part maps development of Czech female managers since 1989 when the Velvet Revolution had started and what was its impact on the perception of women. Then I would like to specify their representation thanks to the division into particular sectors such as business, economy, management and science. This part is supplemented with charts which illustrate the data concerned.

The knowledge gathered in the theoretical part was applied in the practical part. The purpose of this approach was to use a questionnaire and interviews to confirm or disprove the information from theoretical part. The questionnaire was divided into halves. First one is made by closed questions and the second one is created by open questions. Each question has its own introduction and summary. I recorded the results into charts. The interviews contain few open questions which will serve for comparing opinions and pieces of knowledge to other female managers.

Finally, I present the acquired information from different points of view and offer recommendation.

All the work has a common line which aims to emphasize the gender problem concerning representation of women on the top managerial positions.

I. THEORY

1 1918 - 1990

To understand the transition of women after 1989 it is important to understand what the women's situation looked like earlier, starting in 1918. From this reason, few pages are dedicated to the time of Communism.

According to Ferber (1994, 32-36) the Republic of Czechoslovakia was during the two decades of its independence (1918-1938) liberal democracy. The status of Czech women was better in that time than in most other advanced industrialized countries. Women represented about one-third of the labor force with the right to vote and with the right to be elected to public office. They were politically very active, therefore, the notion about special protection for women had been rejected and there was a spirited feminist movement. However the liberal democratic Czechoslovak Republic came to a sudden end in 1938 at Munich. After the Nazi occupation and World War II, the Communists received a plurality in the election in 1946 and took over the government in 1948. Within the following 40 years of Communist's domination, women made further progress in some respects. Their legal and political status was formally equal to that of men. Furthermore, more women received higher degrees. By 1989 women made up 47 % of the labor force. Further women's representation in some nontraditional fields, such as scientific research and the construction industry, increased perceptibly.

Lobodziska (1995, 89-90) claims that the country had suffered because of lack of part-time jobs, so that practically all employed women worked full time. Low birthrates became problem, however very low priority was assigned to reduction of housework. Communism espoused equality for women in the labor market and in society, but in practice, it ignored the fact that their role in household often made this equality inconsequential. It was issue for women to achieve higher level positions and result was that women were overworked and stressed, because of conflicts among their jobs, their potential participation in political affairs and their family obligations. They minimized these conflicts by remaining in low-level jobs which were poorly paid. Moreover, they did not take part in political affairs, and were continuing to have few children.

According to Heitlinger (1996, 77-93) Czechoslovakia had an active women's movement before the February 1948 but in 1952 all autonomous women's organizations were abolished. A separate women's organization re-emerged in 1967, however it was

under the full control of the communist party. The exception was during the brief 'Prague Spring' in 1968.¹ The majority of the autonomous women's groups formed after the 1989 deny that they are feminist or that they are political. Thirty of existing groups functioned as clubs, professional associations, social service organizations, or lobby groups. A 1990 study of women's political attitudes found out that the majority of women were not involved in any political party, civil association or interest group.

Ferber (1994, 32-36) stresses that when the end came in 1989 women appeared to have been completely disillusioned with the political process and ready to reject the whole notion of equality and economic independence as part of a failed experiment. The Movement for the Equal Status of Women in Bohemia and Moravia, the successor to the officially sponsored Czech Union of Women, was tainted by its affiliation with the former communist regime however it did not even last through its first year.

According to Císař, and Vráblíková (2010, 209-19) in the first half of the 1990s were cultural conditions completely non-conductive to Czech women's organizations, however the start of the accession process of the Czech Republic into the European Union provided them with domestic opportunities to mobilize. Thus the EU markedly contributed to the creation of a publicly visible network of gender advocacy groups that is a women's movement. The organizations did not attain a high level of formalizing in the beginning of the 1990. They consisted of 10 or 20 people in total. However, thanks to the accession to the EU they started to operate with bigger budgets and with more employees. Important difference between the 1990s and the accession to the EU is feminist framing. In that year, the label "feminist" had an unacceptable connotation, not only for political elites, but also for most women's activists. In the mid-1990s there existed no organization that would call itself feminist. The reason was the concern that it would make an enemy of both political representatives and the general population. Until late 1997 no institution which would be responsible for the issue of gender equality has been established.

Ferber (1994, 32-36) states that the Velvet Revolution marked the end of the Czech communist rule but it can be also taken as radical opening of political opportunities which remained closed up until the end of the 1990s. For the political opposition the issue of

¹Prague Spring was the time of political reforms of Communist regime in Czechoslovakia, which was brutally interrupted by entering of army of Warsaw contract.

gender equality never assumed importance comparable to universal human rights. In fact this issue was appropriated by the regime's propaganda, which claimed that the emancipation of women had already been achieved under Socialism. The gender equality was rather associated with official regime's ideology. During the 1990s women's groups had no chance to find an influential ally among politicians. The equality was not even regarded as a relevant political problem.

According to Čísař, and Vráblíková (2010, 209-19) the closed opportunities were most visibly characterized by then-Prime Minister Klaus. The Czech government first began to deal with the women's agenda in September 1997. At the beginning of 1998 coordination of these policies was entrusted to the Minister of Labor and Social Affairs and finally document called "Government Priorities and Procedures for the Enforcement of the Equality of Men and Women", was written focusing on women's agenda.

Table 1. Development of women on qualification structure of employment

Function	1993	1996	2000
Legislators, Senior executives	25,3	23,2	24,9
Scientific and mental workers	50,7	53,5	52,2
Technological and pedagogical workers	55,3	54,4	54,1
Office workers	80,2	80,3	79,4
Operational workers in the field of the business and service	68,9	67,9	65,7
Agriculture and Forestry	52,3	49,3	41,0
Serviceman and Craftsman	17,8	15,6	15,6
Operation workers	24,5	24,8	25,4
Unqualified workers	60,9	60,3	59,3

Source: Data from Krause 2005, 19

From the Table 1 it is visible that most women's legislators were in 1993, however year 1996 consisted in more scientific members. Very close difference can be seen in position of technological and pedagogical workers where most of them were in 1993. With reference to office workers, in 1996 the number was highest, compared to operational workers in the field of the business and service, where the biggest representation was in 1993. Outstanding difference is depicted in the field of agriculture and forestry where the highest figure is in 1993. The lowest representation of women is stressed in serviceman's

and craftsman's positions and slightly higher number is visible in operation's workers position. It is clear that the third biggest group of women is unqualified workers.

Table 2. Distribution of employed men and women according to the level of education

Level of education	1993	1993	1996	1996	2000	2000
	women	men	women	men	women	men
Elementary	19,0	9,0	15,1	7,5	12,1	6,3
Without final state exam	36,1	53,1	36,8	53,2	33,7	51,0
With final state exam	36,3	25,7	39,1	26,9	43,6	29,7
Undergraduate	8,5	12,2	8,9	12,3	10,6	13,0

Source: Krause 2005, 17

Exploring the first group of education, which is elementary education, is according to Table 2 worse for both men and women because of figures which decreased from 1993 to 2000. Slight difference is obvious in the second group which is education without final state exam where the numbers of both sexes increased in 1993 and in 1996, however, in 2000 the distribution decreased. With reference to education with final state exam, women and men experienced sharp increase in all years. The lowest indication of the rise is recorded in the last group of undergraduates where figures have been increasing since 1993 however the difference is really small.

1.1 Bohemian–Moravian Association of Businesswomen and Manageress

Bohemian-Moravian Association of Businesswomen and Manageress is according to the official web site of the association (Podnikatelky 2010) a company which was established 24 years ago and which helps women who are manageress and women who are in higher management positions to communicate and to exchange information. This association started to hold a meeting shortly after the events in 1989. One year later, the association has been established with few main goals. First one was to join together women who are keen on carry on business. The second one was to create informative and consulting network. Third one was striving for development of entrepreneurial and managerial activities of women in Czech Republic.

In 1992 few attempts for creating similar regional association in Brno appeared, however, the conditions for its establishment were unsuitable. About three years later,

accurately in 1995, the Regional Club in Brno came into existence within Bohemian-Moravian Association of Businesswomen and Manageress. First meeting was planned on November 16th and since that day female members started to regularly meet every first Thursday in the month. On their meetings they usually listened to expert lectures however the current range of events is richer.

Český svaz žen (2008-2013) describes the entire activity which is based on voluntariness and friendly help of female members or sponsors. The change came in January 2000 when regional club became independent and Moravian Association of Businesswomen and Manageress had been created. It has focused on thirty women mainly from Brno. Big change came in November 16th in organizational structure. Member base increased because of businesswomen and manageress from Ostrava thus two clubs started to exist. In September 2004 Regional Club in Zlín came into existence and was followed by Regional Club in Bruntál. Nowadays, more than 80 are involved in this association.

2 21ST CENTURY

According to Džbánková, and Sirůček (2013, 27-30) the 21st century is called “the century of women.” They also claim that post-men era has started and women are more visible nowadays. Wittenberg and Maitland (2009, 1-2) state that the 20th century saw the rise of women and the 21st century will witness the economics, social and political impacts. Džbánková and Sirůček (2013, 1-4) also mention a rise of women not only in leading positions, but in media, politics and economy as well. Moreover the rise is recorded in culture, justice, sport, science, education and charity.

The gender situation is according to Křečková-Kroupová (2009, 34-41) highly unbalanced. Nearly three quarters of men are represented in all managerial positions, though the number of women is increasing, there exist some key causes of the low presence of women in managerial positions such as current conditions on the labor market, which are more favorable to men than to women, other is mental model which assumes little or no interest of women in managerial positions, and the last one is perception of impossibility to manage both career and motherhood. The author claims that world is becoming more favorable to women in leading positions, concerning both state and corporate ones.

According to Brush et al. (2010, 91) it is clear that women entrepreneurs face considerable formal institutional barriers to accessing finance and starting a business. However, they may be less aware of the informal institutional barriers that influence their entrepreneurial activities, particularly the cognitive aspects, societal norms and role expectations.

Paludi and Coates (2011, xvii) even mention more subtle discrimination in recent decades which women have to face. Part of the reason is that when one form of bad behavior against women leaders is identified, it may be eradicated or curtailed, but it is then replaced with another one. True is that women may not be fully aware of what distinguishes their leadership styles and approaches from men's. Therefore, it is important for them to be watchful.

2.1 Women in society

According to Džbánková and Sirůček (2013, 27-30) the official declaration of the current Western society says that a position of women is the same as the position of men, however the reality is different. Physical differences and the resulting division of labor between men

and women are the primary cause of differentiation. There also exist culture's views, values and stereotypes however the position of women gets better. For instance, women are equal to men before law, furthermore they take part in political processes and they can study at the universities. Recently an introduction of quotas is being discussed which determines how many women have to participate in legislative bodies as well as in the private sector. There are some arguments which are for quotas however there are negative opinions as well. The vision is that in 2015 women will represent 30% of managerial positions and over the next five years it will be even 40%. In some member states, gender quotas are already established, for example in France legal measures have already been taken to achieve the 40% quota by 2016. Other countries adopted rules for a balanced representation of both sexes on the boards of state enterprises. Czech companies are however not one of them. Quotas have also been taken in some countries which are outside of European Union, e. g. Norway.

According to Dudová, Křížková, and Fischlová (2006, 28) Czech women belong to the ones who are most occupied with work comparing to women from other European countries. They create half of the working population and half of them work more than 40 hours per week. However taken managerial positions into consideration, they make incomplete one third of all employed concerning the entire population of employed women. Only 4% of women reach the highest positions. Heyrovská, Glogarová, and Kodymová (2005, 114) give two examples how to deal with this issue in the future. First one is that government should increase the portion of the state budget which would go into science and research and would provide increasing prestige to this profession for women and men alike. As a second example they advise government to improve the social conditions of families by making family service more available, which could increase women's time for their career growth.

Šnejdrlová (2009, 14) describes a strategy of women which consists of three steps. First one is based on acquiring valued job concerning salary, then comes the second step in form of creating the carrier and gaining social and economical certainty. Last one resides in consideration about child. However, Czech Republic now deals with decrease of birth-rate and marriages because of this strategy. Recent society pushes women into decision whenever to have career or child. Most of the women try to connect both but there exists a group of women working on "men's" positions who are often unmarried and childless

because of their work. They postpone their family life or sometimes they renounce it forever.

2.2 Women in economy

Džbánková and Sirůček (2013, 27-30) claim that women are nowadays economically active and their decisions are mostly related to housing, food and health care. They become more significant on the market not merely as a labor force but also as entrepreneurs, consumers, investors or managers. According to Válková (2008, 15) the total segregation creates two main sections: horizontal and vertical. Horizontal segregation is based on women who work in such professions which are more occupied with women than men. Vertical, on the other hand, marks such a state when women work on lower positions than men.

Džbánková and Sirůček (2013, 27-30) maintain that there is relation between growing influence of women and increasing number of women in the labor market. The most important two points are increasing the level of education and training of women. In the Czech Republic there are almost 50% of women older than 15 who are economically active, however the figure of economically active men are slightly higher, it reaches 68%.

Female factor is to make society stronger in general, however there is a difference between women and men which consists in over-representing women in lower paid sectors together with their insufficiently representing in leadership positions. If there was a higher women's involvement in labor markets it would help dealing with problem such as lower population. On the other hand impacts could not be only positive, for example lower birth-rate, crisis and destruction of traditional relationships.

Rao and Latha (2003, xviii) stresses that there are not only these problems, there are more of them but they arise from over-feminized schooling. Regardless to the level of education women earn less than men. In both cases, women and men, the salary grows with regard to the level of education.

According to Džbánková, and Sirůček (2013, 28) in 2010 was the median salary for Czech women only 80.2%. They also explain that "the most significant difference can be seen in secondary school graduates without school-leaving certificates and in university masters and higher degree graduates", on the other hand, lowest differences were according to Džbánková, and Sirůček (2013, 28) seen "in secondary school graduates with a school-leaving certificate and in people with post-secondary professional or bachelor's

education but also in people with completed elementary education.“ Organization for Economic Cooperation and development² (OECD 2011) stresses important gains in female educational attainment and investment in more family-friendly policies which have contributed to a rise in female and maternal employment however the organization also claims that gender outcomes differences in the labor market still persist.

Křížková (2003, 456) introduces the term glass ceiling to set of barriers which woman has to overcome though her carrier.

2.3 Women and business

Džbánková and Sirůček (2013, 27-30) claim that business is an important factor where employment opportunities for women are being created. Recently, women are starting to play a key role in this field which was earlier dominated by men. Women are not only seen as consumers or employees, but furthermore they can be seen in the role of leaders and entrepreneurs.

In the Czech Republic, project for novice women entrepreneurs was introduced. This project was called “The Women and the World of Business” and was sponsored by the European Social Fund under the Operational Programme Human Resources and Employment and the State Budget of the Czech Republic. The results of the Czech Statistical Office in 2010 showed that 92% of women were very active. The data also stressed that Czech women accounted for 29.3% of the overall number which reached 864.4 thousand. Women with the employment included 12.2% of female businesswomen with comparison to men where the figure was 22.0%. Employed women were comprised of 2% of female employers on the other hand rate of male employer was 5.0%. On the contrary the highest percentage of female and male entrepreneurs was recorded in professional and scientific areas, technical activities and lastly in real estate business.

Brush et al. (2010, 4-5) claim that almost one fifth of women entrepreneurs (of all the employed) could be seen in an insurance business and in finance. Health care and social care are two major areas with the highest percentage of women who are employees (80% of women) and entrepreneurs (more than 73%). On the other hand, the lowest percentage

²Organisation for Economic Cooperation and Development has set up its gender website in 2007 to focus on “the implications of gender inequalities for economic development and what can be done to develop policies for parity.”

of women who are employees (11% of women) and entrepreneurs (hardly 3%) is seen in building industry.

In Prague there exists one organization called Business and Professional Women (2010), which is an international federation of women with subsidiaries in more than 90 countries in the world. The organization has advisory status in OSN and status of associated organization of Council of Europe. Among its members belong influential women, businesswomen, and manageress. The main aim is to develop professional potential of businesswomen and manageress on all levels and to support their economical independence.

2.4 Women in management

Another sign of wasting a female talent can be seen according to Džbánková and Sirůček (2013, 27-30) in management because of slow penetration of women. The issue of unequal representation of women and men in management companies are currently engaged by the European Union. The low percentage of women in leadership positions is in the end damaging Europe's competitiveness and economic growth. Authors stress the scarcity of female potential especially in the higher managerial positions.

According to Dudová, Křížková, and Fischlová (2006, 22) lower representation of women in management goes hand in hand with total organization of labor market, which is better prepared for childless people and people who primarily dedicate their time to work. Men are mainly in public sphere because of gender stereotypes while women are in private sphere which is done on the base of their presupposed attributes and personal motivations.

Beranová (2010) states that the share of women in managerial positions is getting dynamically up but in the field of management not many women find the application so the gender difference is getting low very slowly. The increase of women's share in these positions is until certain measure given by the increase of the education and level of qualification however it is also given by the changes of life's strategies of women when they recently study for longer time and they postpone family after the finishing their study. It is mostly applied in managerial positions.

According to Beranová (2010) the lowest representation of women is recorded in top politics. In the field of legislation women are seen mostly on the lowest level of management as secretaries and senior executives of municipal authority. The strong representation of women in certain fields such as tertiary sector, in business field, health

care and education increase the chance for women to attend the management of the companies. The lowest representation of women is detected in the industry, where it is caused by low participation of women but also because of technological or natural focus of these working positions where the academia education is required by the employers. Anyway the share of women studying this field is truly low.

Křížková (2002, 18-19) claims that women consider themselves to be more submerged to their work than men. They are also more careful and responsible however they are less self-confident. Women (managers) also describe men to be 'more above the thing.' Research provided by Křížková found out that the representation of women in the managerial positions in individual regions is almost identical. It depends rather on the economic level of development of region, its concentration and character of economic subjects in particular area. The research showed differences in the age structure of women and men in managerial positions. Whereas the age of men is moving around middle and higher age (30 years and older) the age of women is divided into two groups. The first involves 30 - 34 years (12.5% of all women) and the second one comprises 45 – 54 years (35.4%). It is because women are taking care of child and therefore comes interruption of the carrier.

According to Vlach et al. (2008, 11-12) women are not taken as competitive compared to men because the employment they apply to requires to spend long hours at work, maximal flexibility, mobility and willingness to dedicate not only the time that work requires but something extra. Women differ in the style of management, planning and organizing. Their work is based on cyclic way and they prefer level organization than hierarchic one. Process of communication is also different. Recently, women have to submit to men's style of management. But the problem consists in the fact that if women are more similar to men, they are not so respectable. Other causes which do not led women to work in higher managerial positions are information and social barriers. Other significant barrier is gender segregation on labor market and last but not least is sexual harassment.

Table 3. Women in the company management - international comparison

Country	Share in %
Czech Republic	7,6
Norway	35,6
Netherlands	9,2
Italy	6,2
Germany	8,2
France	12,7
Canada	12,9
Australia	11,2
Belgium	7,7
China	8,1
Hong Kong	8,6
USA	15,7
Singapore	6,4

Source: Džbánková, and Sirůček 2013, 29

Table 3 gives the latest statistics consisting in adding a percentage of women to the countries. The one with highest occupation is Norway with 35.6 % which is twice as much with comparison to the rest of the countries. It is clear that the second biggest country is USA where the rate is 15.7%. France, Canada and Australia are countries with the figure that moves above 10%, which is still not that bad with comparison to the Czech Republic that belongs to the three countries where the percentage of women in company management is smallest from all.

Table 4. Women in the management of companies - Czech Top 100

Czech Top 100	2000	2011
Executive head / Member of the Board	4,1%	6,7%
Members of Board of Directors	4,5%	6,3%
Executive head	0,0%	8,0%
The members of the supervisory board	8,0%	13,2%
Authorized agent	12,6%	22,0%

Source: Džbánková, and Sirůček 2013, 29

The Table 4 shows the comparison of two years (2000, 2011) accompanied by functions of women in Czech Top 100 companies. The biggest rise can be seen in the function of executive head where women managed to climb up from zero to 8%, the second achievement was in the function of authorized agent with almost 10% difference. On the other hand remarkable results are visible in the rest of the functions where the difference is not so high but not invisible.

2.5 Women and science

According to Rees (2002, 68-70) the scientific infrastructure has been destabilized as a result of dramatic changes since 1989. One of the reasons why development has continued unhindered is because of insufficient range of analytical activities supported by research result focusing on this idea. There have been attempts to adapt to western administration systems, but some problems occurred.

Džbánková, and Sirůček (2013, 27-30) describe another field where is the failure to employ women's potential and where there still exist persisting differences between women and men is the science accompanied by academic field. Rees (2002, 68-70) stresses one research project named "The National Contact Centre – Women and Science" which has been created in 2001. She explains that its main focus is on strengthening the compatibility of Czech R&D institutions with processes in the EU. It tries to help in developing contacts between Czech women scientists and the international scientific community. The aim is to raise awareness of equal opportunities measures and gender mainstreaming in the Czech R&D followed by supporting research institutions in fading women for leadership positions, panels and research projects.

Džbánková and Sirůček (2013, 29) stress the imbalance between women who work as scientists and women who have graduated. In 2009 female scientists made 29% and female graduates 55%. In 2010 women accounted for 31% of people working in research and development, which is identical to the previous year. Researchers were composed of 26% of women.

Linková (2008, 37) claims that women are afraid of success and they are not willing to adopt the culture of competition with comparison to men who are six times likely to reach these positions as women. Women keep alive non-lucrative and unattractive spheres of science. Czech Republic is on the one hand country with the second highest R&D expenditures and with the second highest percentage of industrial research however it also has the lowest percentage of women in research (26.8%). Czech Republic has after Poland the greatest percentage of completed PhDs but owns lowest number of women among them (34.7%). What concerns to gender pay gap, women receive only 68.4% of men's salaries.

Džbánková, and Sirůček (2013, 27-30) state that female scientists are rarely seen in decision-making processes. What concerns to 'horizontal segregation' it is stated that women are concentrated in agricultural science (42.5%), medical science (49.8%), and in humanities (41.9%). The contrast can be seen in the technical sciences where researches account for 48.1% of the population of researchers however women's representation in technical sciences reaches only 13.8%. With reference to the 'vertical segregation' the arguments say that among the public university professors there were only 12.9% of women in 2009 and among associate professors there appeared 23.5% of women. According to Džbánková, and Sirůček (2013, 29) There is an imbalance "between time when women and men are being granted associate professorship and professorship." For women the time is longer, accurately it is six month in average. The biggest difference is in technical sciences, where the length is even 13 months.

Women & Science (2001-2012) gives evidence that women entered modern science at the turn of the 19th and 20th century and they also claim that the number of women have gradually increased since that. According to them this progress consists of three waves, first one came when women started to enter the universities and when they started to organize in national and international associations. As the second wave they state political division of Europe after the Second World War, where socialist countries saw two concurrent processes at the end of the 1950s. First one was that civil society organisations

broke up, second one lay on labour markets which opened up to women and they could enter the professions. The last wave came at the turn of the millennium, a period after the fall of the socialist block.

Džbánková and Sirůček (2013, 29-30) state that in public universities precisely in their decision-making bodies women represented 21.1% in 2009 but only 4.2% of women were among rectors. The bodies of public research institutions consisted of 16.7% of women and 16.2% of women represented their directors. About two years later a total representation of women in leading positions of the Academy of Sciences was 15.5%. In the Council for Research, Development and Innovations percentage of women is 9.3%. No women could be seen in the management of the Grant and Technological Agency. However Grant Agency is represented by 14% of women who review grant applications and 16.9% of women are employed in the Technological Agency.

2.6 Women in economics

Džbánková, and Sirůček (2013, 27-30) point out that female economists usually do not work on such a prestigious university departments as men and that they publish less quantity of articles which can be found in prestigious printed media. Moreover, it is claimed that women usually do not prefer teaching research activities but to teaching economics. It is stated that women are more involved in macroeconomics than in microeconomics or in labor economics. However, it can be debatable because some women are likely to result from combining more factors such as labor division, technology development, societal factors, arrangement of class and property, structural barriers, and lastly psychological factors can count among the factors. The important point is that this career is usually not considered as female one. The cases where women are granted to prestigious scientific distinctions are significantly low.

Džbánková, and Sirůček (2013, 27-30) also state that when looking for suitable “economics for the 21st century” there are also reflections that future could belong to the women which would consist of unselfish economics of post-modern feminist economics.

3 WORK LIFE BALANCE

With comparison to other developed countries is the Czech Republic according to Džbánková, and Sirůček (2013, 28) the one where women's abilities are wasted most. Question is why? One reason is that Czech labor market is slightly opened to mothers, including mothers-college or university graduates. There is usage of the term 'the killer of women's professional career' which means that women's professional career is killed because of caring for children. Recently, a discussion about a reform of pre-school institutions and flexible forms of work for women is taking place. Perhaps these times do not present so many stereotypes as in Socialism where women had more tasks to fulfill. Women who are indecisive whether to have a child or professional career, choose recently career. The fertility rates are nowadays persistently low and it leads to smaller families which results in low marriage rate and high divorce rates.

The research done by Organization for Economic Cooperation and Development (OECD 2011) found out that in 1970 and 2009 the average divorce rate doubles to 2.4 divorces per 1000 people. Czech Republic is the country with high divorce rate. The possible cause of low marriages can be the fact that highly educated women tend to choose a partner who is less educated than themselves or it can be related to the emergence of more non-traditional family forms, including relationships that involve partners keeping their own place of residency. However the data showed that marriage is still the preferred option of partnership for most couples.

According to OECD (2014) by the mid-2000s the mean age at first marriage was 29.7 and age when to have a first child was in 27.7 and the research showed that age of mothers has risen even so that many women remain childless. In 1970 women used to have first children in age of 24, compared to 2008 it was 28. Postponement of first childbirth generally leads to a narrower age-interval in which women have their children and fewer children overall. Comparing 2008 with 1980 the proportion of births of a first child has increased in most European countries while the share of births of a third child has fallen over the same period. As a result, the proportion of large families has fallen, while the number of children growing up without siblings has risen. The research showed that woman has usually only two children. Furthermore, over half of households do not include children.

According to the article (OECD 2011) to those women who cannot conceive or those who have decided not to have any children, the upper limit to the childbearing years makes

it difficult for women who postpone having children to give birth at later ages. A greater proportion of women born in the mid-1960s are childless compared to women born in the mid 1950s but with comparison to other European countries, in the Czech Republic is the rate of childlessness lowest, accurately it is less than 10%. The childlessness rate is strongly linked to the education level of women. Tertiary educative women are more likely to be in childless household than secondary educative women.

Džbánková, and Sirůček (2013, 27-30) claim that in a modern society one of the main social barriers is harmonizing family and a professional career and according to the “the issue concerning the relation between career and family has been incorporated in the legislation of developed countries and at an international level. “ Employers should be willing to help women-mothers and offer them for example flexible forms of employment such as part-time job, flexible working hours, shared workplace or the possibility to work from home or introducing corporate kindergartens.

According to Ban (2012, 15) Czech Republic and other countries from Central and East Europe are countries which most support gender egalitarianism. They can hardly harmonize role of mother with a professional career. Džbánková and Sirůček (2013, 27-30) state that it is a free choice of women. Feminists however emphasis that division of roles at home and taking care of child is unequal. They stress that personal choice is just to hide social experience and stereotypes and to exclude others.

II. ANALYSIS

4 INTERVIEWS WITH FAMOUS FEMALE MANAGERS

Into the practical part I included interviews with four successful manageresses in order to get inspiration for creation the questionnaire which was given to the young female students who are studying at Faculty of Humanities and Faculty of Management and Economics.

I have decided to approach female managers from educational sector only, to be on the same level and maybe the same future specialization as female students studied. First female manager is PhDr. Katarína Nemčoková, Ph.D. who is a Head of the Department of Modern Languages and Literatures at the Tomas Bata University in Zlín. Second one is Prof. JUDr. Milana Hrušáková, CSc. who is a Dean of the Faculty of Law at Palacká University in Olomouc. Third one is Jiřina Daňková who is a Headmistress of the primary school in Majetín and last one is a Dean of the Faculty who wished to stay anonymous, for this purpose I will use only her managerial position.

These interviews consist of 9 questions concerning the career of the manageresses, as well as their previous education. I was also interested in their opinions about female managers compared to male managers. Then I was finding out their opinions about advantages and disadvantages with reference to men and women. Furthermore, one question is focused on Communism and one is dealing with future representation of women on the labor market. At the end, each of the successful manageresses gives example of the attributes that great manager has to have.

The chapters are named and divided according to number of question and each question is interspersed with answers from all four manageresses.

4.1 Question 1

Did you always want to become a manager?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, never wanted to become a manager. It came to her by itself. She did not have the ambitions to be on a leading position. She knew when she has been studying at the university that she does not want to teach at the secondary school but at the university. Except for teaching she wanted to do researches and translations. When she was about 27 or 28 she had the opportunity to work as a vice-dean at the university in Slovakia however she was not comfortable with it. She felt miserable and that is why she felt frustrated about these positions. When she came

at Tomas Bata University in Zlín, she had to start from the beginning and because of her experience in Slovakia she was sure that she does not want to work on this position again, moreover she wanted to finish her Ph.D. However she accepted this job because there was no one else who would be more suitable for the position as she was. On the other hand she was able to build a very nice relationship with this job.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, had also never planned that she would one day work on such a managerial position however it somehow developed this way in the course of time.

Jiřina Daňková, Headmistress of the primary school in Majetín, never thought that she would be one day on such a managerial position as she is now. The reversal appeared 10 years ago when she decided to change her employment because she was unable to find understanding with her authority. Thus she started to look for another job. However she stresses that the school is really small so it is not as hard as it would be on secondary schools or universities. She claims that it is intimate and there is a family environment so she finds satisfaction from this work and she enjoys it.

Dean of the Faculty has never been thinking about being on such a managerial position, it was a natural development. She moved ahead from the lowest rank and progressively the horizons started to open to her and then she got onto this position.

4.2 Question 2

Could you give me some positives following from your work?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, states few positives which follow from her work. The first and the most important one is working with people, which is on the one hand really nice but on the other hand it is difficult. Another positive is the fact that she learns all the time something new, every day she finds out something what she was not aware of before. She adds “soft skills” which consists of learning how to deal with people and how to handle some difficult situation. Last thing she points out is

travelling however she claims that every other colleague of her has this opportunity.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, came in Olomouc in 2007 and in 2004 she received diploma of professor and she found that everything she has to do is to visit a juridical lecture and to learn. She did not see any point of progress in her career however in that moment her advocacy had started. She stresses that she worked only in the field of family law where she had to deal with the worst cases that could exist. However she made a positive from that in the form of challenge which drove her forward together will adventure. The last positive she stresses is the feeling when she sees the success after 6 years of hard work. Not only some successful students of her, but also cases which she won and increasing prestige of the faculty.

Jiřina Daňková, Headmistress of the primary school in Majetín, sees the biggest advantage in working with children and working in a small team as well. When there is some event everyone is trying to help with organization therefore she adds collective effort which consists not only of teaching but the cooperation in general.

Dean of the Faculty sees the biggest positive when person can decide about what is going on. She does not like when person is only complaining all the time. She started to mind this because she used to criticize a little bit. However she told herself to involve more in things. As another positive she gives the moment of response from her colleagues when something is successful.

4.3 Question 3

Could you give me some negatives following from your work?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, gives some examples of negatives. First one is that before she had accepted this job she used to running 4 or 5 times a week. But she had to give up this sport which is a big loss to her. As another negative can be considered the worsen health. She is not sure if this fact is connected with the lack of sport or with the stress from the work. Last negative is the family because she has no child. She claims that she has a very tolerant partner who is also as busy as she is. However she

cannot imagine spending so much time at work if her partner was the type of man who wants to have family in the future thus she is sure that he would not tolerate her these overtimes.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, stresses that sometimes there is too much work and she feels like everything is falling on her head because besides the faculty she provides lecture activity. For example she states the moment when they were spreading the information about new commercial code that it was very exhausting for her because of lot of work but anyway she does not see any further negatives with reference to her work.

Jiřina Daňková, Headmistress of the primary school in Majetín, stresses that the biggest disadvantage is the rise of bureaucracy because the rise is constant. She claims that it was said that there will be less paper work but it is not truth and everything has to be filled in both electronically and in written form so it is double work. This is according to her huge negative that can person discourage from this work.

Dean of the Faculty claims that negative can be seen in time load. Then she maintains lot of stress and lot of uncomfortable things to solve for example when person has to deal with students who complain.

4.4 Question 4

If you had again the chance to decide would you choose the same specialization?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, points out that to be in the field of languages and linguistic is really amazing, however it is very demanding with the reference to the type of research and she revealed that she is keen on natural sciences thus she would be thinking about biology, chemistry, biochemistry or genetics. She stresses that if she could look behind she would change her mind if rather not to go to this direction, because these kinds of researches can drive person more forward in his career with comparison to researches in the field of languages and linguistic.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, would definitely choose the same career because she was always keen on teaching so if someone offered her this post she would not resist.

Jiřina Daňková, Headmistress of the primary school in Majetín, maintains that education was always on the first place. She always wanted to teach P.E. however from P.E. became something different but she is glad about it. For her it is about education and working with children which fulfills her.

Dean of the Faculty describes that when she have finished studying at the university she has been teaching on the vocational school. Then she came to technical school and then she has been teaching English at the Faculty of Technology however she left because she did not see the space for personal development. However she stresses the fact that this post is temporary and that it depends on the Academic Senate thus she does not consider this as her final position which can be seen also as disadvantage. However this Faculty is really important for her and she is trying to create her image.

4.5 Question 5

Does a woman (manageress) any advantages comparing to man?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, says that woman has definitely huge advantage with comparison to man if she is aware of a current situation in the world of women and world of men. Because of her sex she realizes what men do not. She claims that men have their own world which they exist in however few of them know that women's world is different than theirs. Thus she feels that she has two worlds around her. She as a woman has to know how to adapt in the men's world because she kind of lives in it and the second world is the women's one. Woman has a gift to use these two worlds together which are only few men capable of. As the second advantage she states that woman wants to solve problems of the world, whereas men will not be the bearers of the thoughts such as creating a better world and including women into this world. She advises that women can "infect" men with the thought that if they helped them to create this better world and if they adapt their world to women, it will be better for both. On the

other hand she sees that women's world is not easy and there is a need to try more.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, claims that woman has certainly some advantages with the comparison to men however there are also some negatives. She sees the advantage in the fact that men's behavior toward her is different than how usually men behave to each other. And concerning some issues she can deal with a person in better way that men would do.

Jiřina Daňková, Headmistress of the primary school in Majetín, had never been thinking about advantages but maybe she sees the advantage in the fact that women are more communicative than men and they can empathize with the others. They are according to her more perceptive as well.

Dean of the Faculty thinks that women are more hard working. She states that man usually decides and someone else has to do the rest. However according to her it is not about how man and woman can be differentiated because some men are more women like and vice versa.

4.6 Question 6

Does according to you a woman (manager) any disadvantages comparing to man?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, thinks that gender issue is not presented in the education sector, because salaries are done by a table and there is no difference between sexes. Furthermore, her boss is a woman which is important to maintain. She adds that female element is represented in this sector richly, however she is the supporter of the idea that it depends on how a woman can arrange her life.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, did not experience some disadvantages but when she was younger women had to be sometimes considerably better than men on the same position. However she does not feel any disadvantage personally. She cannot say that men played dishonestly however they made little problems.

Jiřina Daňková, Headmistress of the primary school in Majetín, claims that she has lot of classmates that are on such a managerial positions but she does not see any disadvantage. She adds that every woman has to take care also about her children so she does not have so much work as man because of this fact.

Dean of the Faculty claims that woman has disadvantage because of her sex and she stresses that presently lot of people look on women in such positions not very wishful they think that women should rather take care of the household.

4.7 Question 7

What is your opinion about the times of Communism and the social status of women?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, thinks that women had a little bit different positions but the positions were on the same level. She knew about some women who were working in politics. But she refuses the idea that women were repressed furthermore she thinks that women had a purview. However women were perceived a little bit differently and the difference in sex was slightly stressed. They were able to work however they were still considered as women. Finally she states that there are too many opinions and views about this Communist's issue however she does not see the reason why someone should make a difference between her and her male colleagues.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, thinks that on the one hand, it was easier for women in those times however on the other hand it was also more complicated because of the working employment, taking care of household and the lack of services. This was really limited factor. But she adds that in that time life was significantly easier and calmer. Moreover, women knew where the limits. She also stresses that until 1990 the lifestyle was a "family life" and nothing more. After 1990, when more opportunities have occurred and travelling was accessible, the generation had absolutely different possibilities.

Jiřina Daňková, Headmistress of the primary school in Majetín, claims that it was certainly worse in that time from what she experienced and she remembers that majority of headmasters were men, only few exceptions were women.

Dean of the Faculty maintains that after she finished studying at the university she has been teaching for a while and then she was with her children at home. In that time 1989 came however she did not perceive it. But she stresses that when woman wanted to be on the same position as man, she had to be much better than he was. In the women's union there were conscious women however recently there is still a need to catch up in the emancipation. But she maintains that some women are able to come back to their work after half of the year taking care of her child. When she was younger, children were in crèches and women were working but with 1989 it was seen badly because women should be taking care of their children and not work. However after few years this generation realizes that children should go to the kindergartens however lot of them had changed into something else.

4.8 Question 8

How do you see the situation for women (manageress) in the future?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, states that it depends only on women because they are their own initiators of their happiness. She gives a great example of Scandinavian women who were able to enforce their representation in a Parliament. However she stresses that no woman would hurry up into the Parliament which is driven by men's principles. She also refers to the article she had read where researchers claimed that companies driven by both sexes or companies driven only by women work much better.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, is that opinion that the possibility of decision about woman's own destiny is much higher than before 1990 and if woman decides to go this direction she will absolutely have the chance to succeed. And by the way she mentions that the lifestyle has definitely changed in the last 23 years.

Jiřina Daňková, Headmistress of the primary school in Majetín, stresses the fact that nowadays there are still more and more women in such positions. She would say that the situation is equal presently, moreover that the number is growing.

Dean of the Faculty claims that recently women are in more managerial functions than before because some men are comfortable with the fact that someone else can decide for them which is very comfortable and pleasant so when this situation will continue we will have to deal with matriarchy however she stresses that it will not be so bad. However she is that opinion that it also depends on the legislation in the future and support of women and last criterion is the fact if the way of child bearing and taking care of children will be the same in the future as it is now.

4.9 Question 9

Does this position require any special attributes?

PhDr. Katarína Nemčoková, Ph.D., Head of the Department of Modern Languages and Literatures, Tomas Bata University in Zlín, Faculty of Humanities, revealed that although she had the attributes she misses the ambition, because she is not the kind of person who has some limit which has to be reached. When she does something she does it for a joy not for a competition. She claims that this job is for the other type of people those one with the limit and because she does not belong to them she feels that this job just fell into her lap and she had to deal with it. However she does not think that she would not have the attributes and a talent for working on this position. As the special attributes she considers communication and the fact that you have to be polite in the situations which you would otherwise explode in. As another attribute she gives the ability to listen to people and their problems. She also named few characteristics which are necessary to work on this position. One of them is the patience connected with the fact that you should not solve everything immediately, you have to give the things a time. She also stresses that you have to know when to be quiet. And last attribute she would say is important is a little bit of ignorance.

Prof. JUDr. Milana Hrušáková, CSc., Dean of the Faculty of Law at Palacká University in Olomouc, is that opinion that every manager, does not depend if woman or man has to have some certain attributes. Particularly it is the attempt to deal with everyone. She

stresses that in that moment when she started to work as a Dean of the Faculty she arranged for 3 days course to verify that all set of things which person does instinctively he does in the right way. However when she started to work on this position she was 56 so it was totally different then if she was 30 and she freshly acquired her diploma.

Jiřina Daňková, Headmistress of the primary school in Majetín, thinks that person has to have faculty for doing this job. She also maintains that one of the most important things is to listen to people and to be able to adapt. Last thing she stresses is the ability to demonstrate own will.

Dean of the Faculty stresses the fact the attributes of a manageress should be shown in that moment when she is already climbing up from one position into another one. She has to be purposeful, decisive, and able to handle her decision which is sometimes very hard. Furthermore she has to be able to assume the responsibility and she has to be hard working. Dean of the Faculty stresses that to be able to decide, manageress has to know a lot of things around her in order not to get into problems and stressful situation. Last thing that she mentions is that good manageress has to fully dedicate everything to this function.

5 RESEARCH

5.1 Goal of the research

The goal was to find out the thinking of young female students in the 21st century with the reference to gender equality and their future specialization and comparison of research which was done at the Faculty of Humanities and Faculty of Management and Economics.

As I found out from the interviews with successful female managers from the educational sector, it is on the one hand very pleasant employment which consists in communicating with people and students but on the other hand it is very time consuming job with very stressful situations, lot of paper work, and with difficult problems to solve. However it was pleasant to hear how these women love their work and that they are proud of being women. Furthermore, it was surprising to learn about their opinions about the time of Communism and their positive approach to future representation of women on the managerial positions. Moreover, all asked managers were aware of what women can use as their advantage however they were aware of disadvantages as well. Last finding, concerning special attributes which every successful manager has to have, contained almost identical answers, which seems to be reasonable to me.

5.2 Methods of research

The primary sources of information were gained through a questionnaire. The questionnaire contains both close questions which simplify fulfillment and open questions which gave the space for consideration and for expression of own opinion.

The questionnaire itself is not divided into halves. It contains 13 questions which are consisted of 4 open questions and 9 closed ones.

5.3 Organization and course of the investigation

I chose one way of submitting the questionnaire which was the electronic form. The investigation was held from 19 March to 6 April 2014. The surveyed group consisted of two major groups. First one was female students of Tomas Bata University in Zlín who are finishing their study at Faculty of Humanities and the second one was female students of Tomas Bata University in Zlín who are finishing their study at Faculty of Management and

Economics. The number of correspondents in the first group as well as in the second group is 32 and the range of the age is from 21 to 25.

5.4 Questionnaire results

5.4.1 Closed questions

Would you like to become a manager in the future?

Table 5. Future specialization

Answers	Number of respondents
Yes	19
I do not know	11
No	1

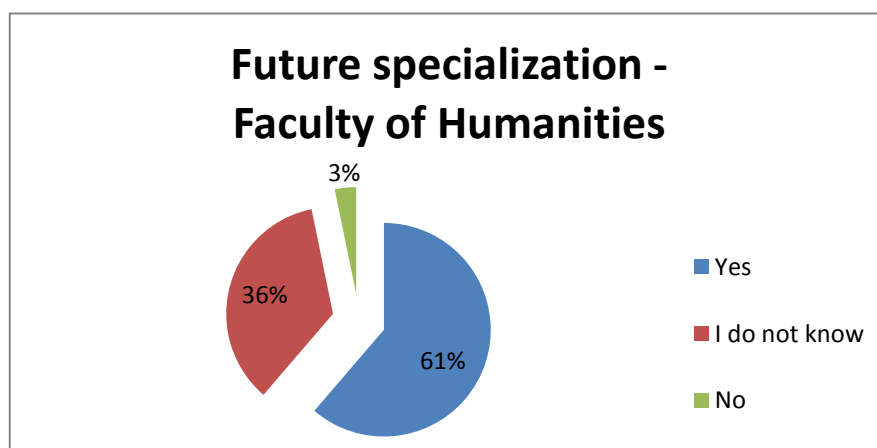


Figure 1. Future specialization

It is clear from the graph that 61% of female students studying at the Faculty of Humanities will choose career of a manager which is not surprising with comparison to 36% who do not know what their future specialization will be and only 3 % of all female students who do not want to become manager at all which means that they are studying at this university just to have some degree and they will not use their knowledge and practical training in their future job.

Table 6. Future specialization

Answers	Number of respondents
Yes	14
I do not know	9
No	4

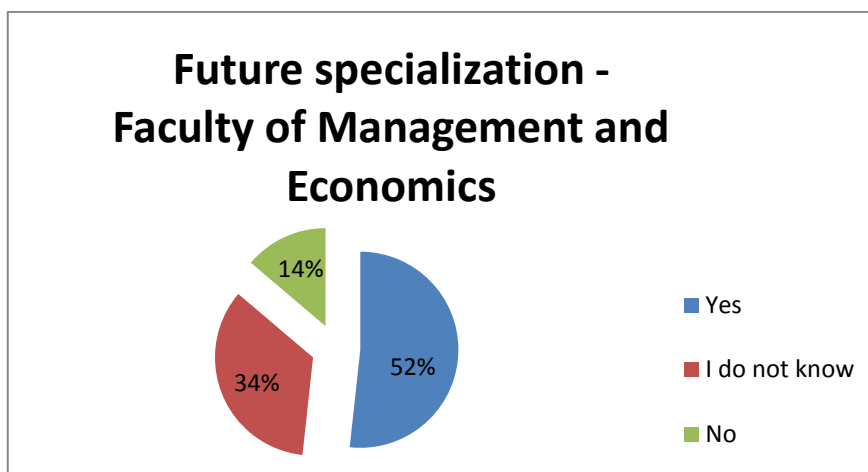


Figure 2. Future specialization

If we compare this graph to the previous one it is clear that 14% of female students studying at the Faculty of Management and Economics do not want to become a manager in the future which is almost five times higher figure with comparison to female students at the Faculty of Humanities. Number of students who on the other hand want to become a manager is slightly lower compared to previous graph however this difference is really small, and is higher than the half of interviewers. Female students who still hesitate about their future specialization create 34% which is with comparison to the Faculty of Humanities about 2% less.

Which field would you like to work in?

Table 7. Field

Answers	Number of respondents
Education	6
Business	26
Economy	0

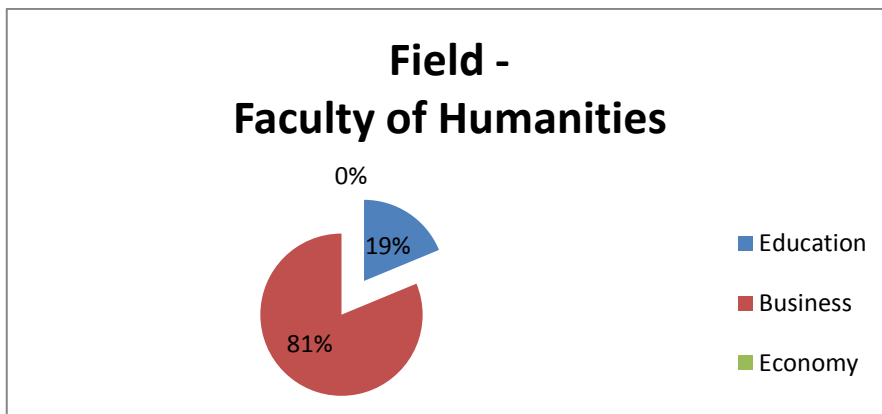


Figure 3. Field

Taken field into consideration it is clear from the graph that 81% of female students studying at the Faculty of Humanities are aware of that they would like to work in business sector which is not surprising because Tomas Bata University prepared them well thanks to the subjects that are focused particularly on this field. What is worth mentioning is the figure 19%, which is a percentage of students who choose education sector.

Table 8. Field

Answers	Number of respondents
Education	1
Business	19
Economy	8

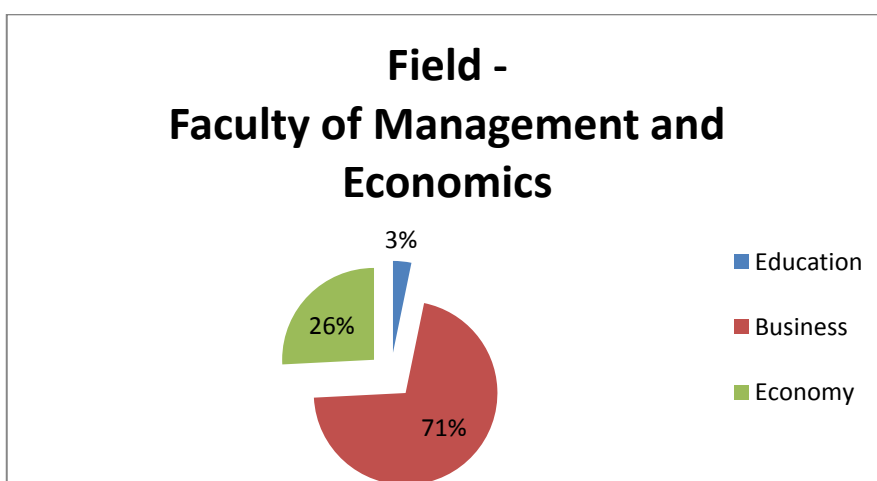


Figure 4. Field

With reference to the Faculty of Management and Economics, it is visible from the graph that the choice of business sector has the similar figure as the Faculty of Humanities because it is 71% which is about 10 % less than in previous graph however these percentages are contained in economy sector which is created by 8%. Concerning education sector, it is represented only by 3% which is actually only one female student.

Are you planning to have a child in the future?

Table 9. Child

Answers	Number of respondents
Yes	25
I do not know	5
No (my priority is career)	2

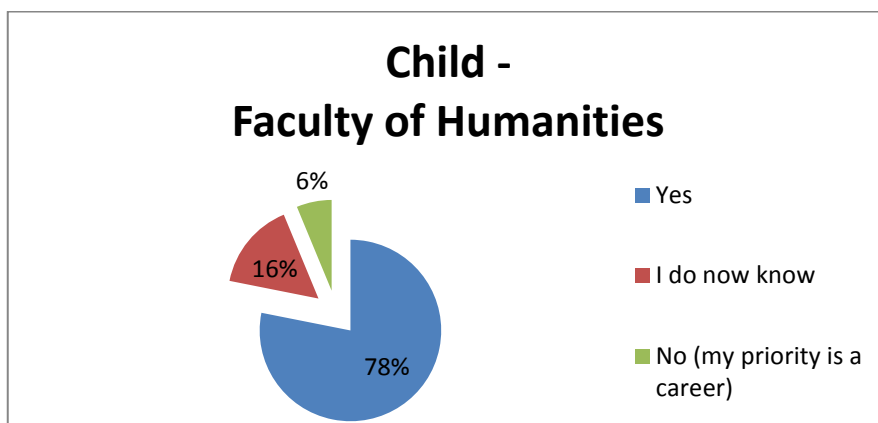


Figure 5. Child

It is visible from graph that 78% of female students studying at the Faculty of Humanities are sure to have a child in the future which is not very satisfactory taken low birth rate into consideration. It is because of 16% who still hesitate if to have or not to have a child. What is not debatable is the last figure created by 6% which states that these female students decided not to have a child and they will focus on their career.

Table 10. Child

Answers	Number of respondents
Yes	27
I do not know	1
No (my priority is career)	0

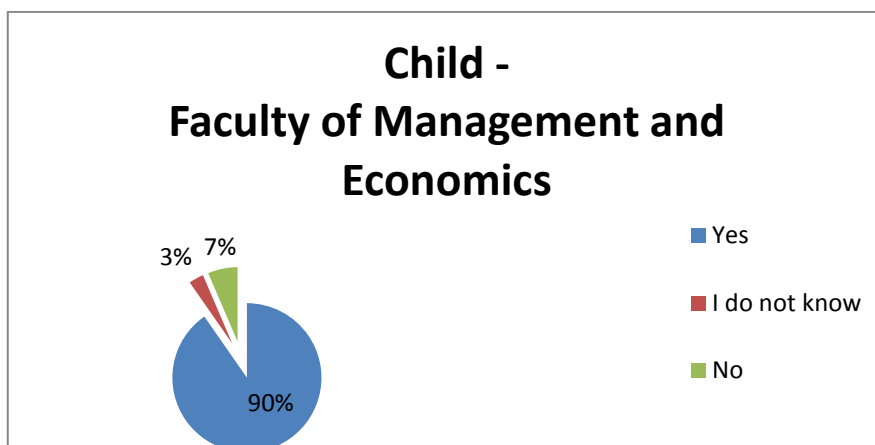


Figure 6. Child

With comparison to previous graph this one shows that 90% of female students studying at the Faculty of Management and Economics are sure to have a child in the future which is very good result and it is about 12% more than result which was found out at the Faculty of Humanities. However there still persists 7% of those who do not want to have a child in the future because of their career which is not satisfactory. The huge difference with comparison to the Faculty of Humanities is visible when female students are not sure if to have a child because it is about 13% less.

Who would go on a maternity leave in your family?

Table 11. Maternity leave

Answers	Number of respondents
Me	19
My husband	1
It depends on who will earn more money	12

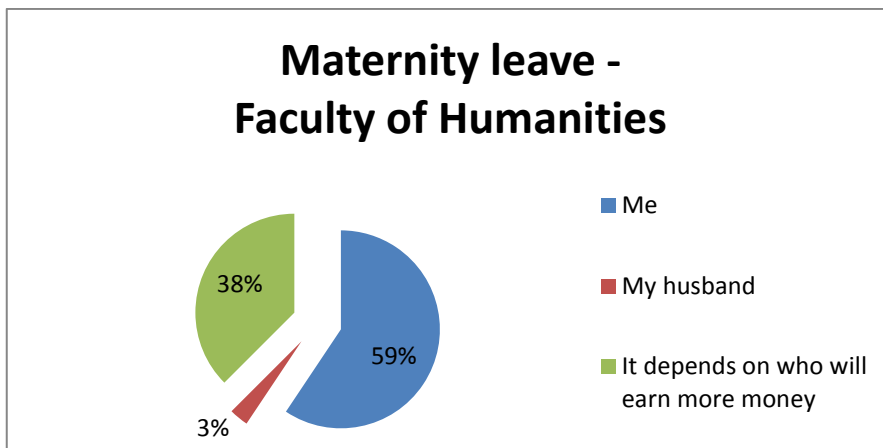


Figure 7. Maternity leave

It is clear from the graph that more than half of the female students studying at the Faculty of Humanities will stay with their child on the maternity leave while 3% are sure it will be their men who will take care of the child. The rest which creates 38% states that it depends on who will earn more money which indicates that if they had a well paid job they would choose to stay at the job and the responsibility would belong to their husband. The question is if they did not miss all the things that are connected with taking care of a child.

Table 12. Maternity leave

Answers	Number of respondents
Me	21
My husband	0
It depends on who will earn more money	7

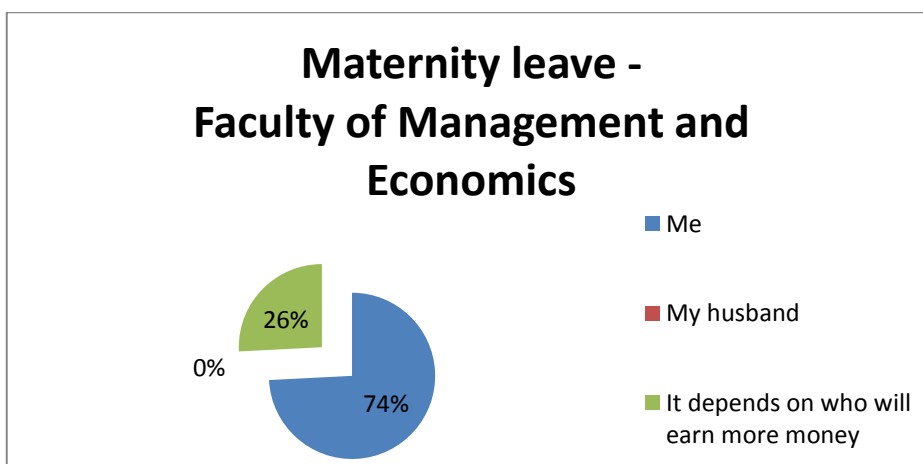


Figure 8. Maternity leave

From this graph it is clear that the number of female students studying at the Faculty of Management and Economics staying on the maternity leave is with comparison to students at the Faculty of Humanities much higher, the difference is exact 15%. The rest of the graph is created by 26% which is for the option that who will earn more money will stay on the maternity leave. The difference between faculties is again there, more accurately, the difference at Faculty of Management and Economics is about 12% lower than at the Faculty of Humanities.

Would you be willing to stop working as a manager because of your child?

Table 13. Willingness to stop working

Answers	Number of respondents
Yes	13
It depends on the job	18
No	1

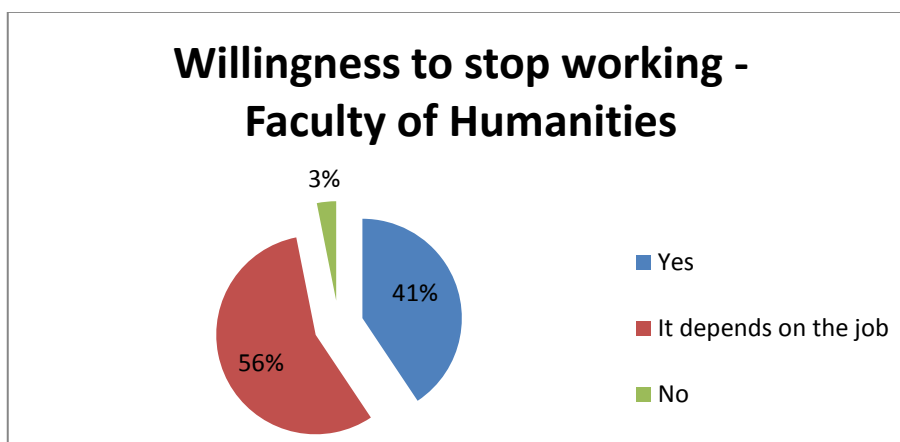


Figure 9. Willingness to stop working

With reference to this graph, 56% of female students studying at the Faculty of Humanities, states that they would be willing to stop working as a manager but it would depend on the exact type of job. However 41% would not hesitate to stop working and be at home with their child which is very slight difference with comparison to those who would decide according to their type of job. Only 3% of female students are sure that career is more important to them than to be at home with a child but with the comparison to all figures in the graph this one is really small.

Table 14. Willingness to stop working

Answers	Number of respondents
Yes	16
It depends on the job	11
No	1

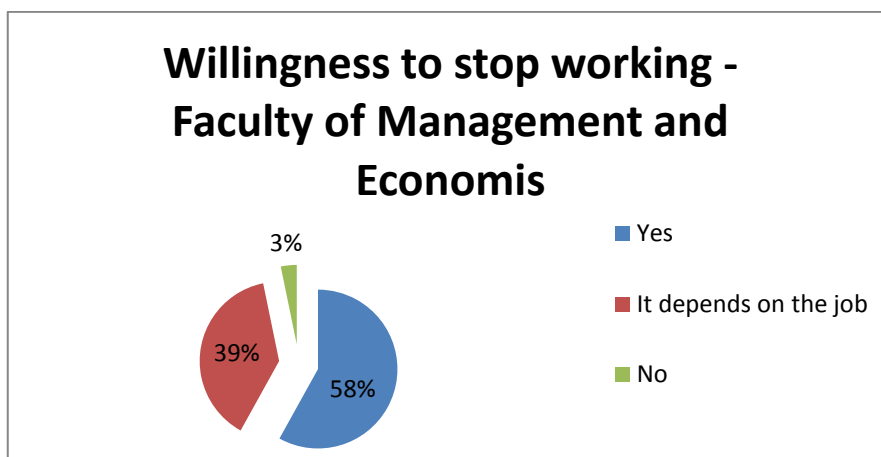


Figure 10. Willingness to stop working

To take this graph into consideration it clearly points out very slight difference between the Faculty of Humanities and the Faculty of Management and Economics. The percentage of those who would not stop working because of the child is the same as in the previous graph and figure of female students who would decide according to their work is only about 2% less than students on the Faculty of Humanities as well as the option to stop working because of the child.

Which benefit would you prefer with a child?

Table 15. Benefits

Answers	Number of respondents
Flexible working hours	18
Creche	2
Possibility to work from home	12

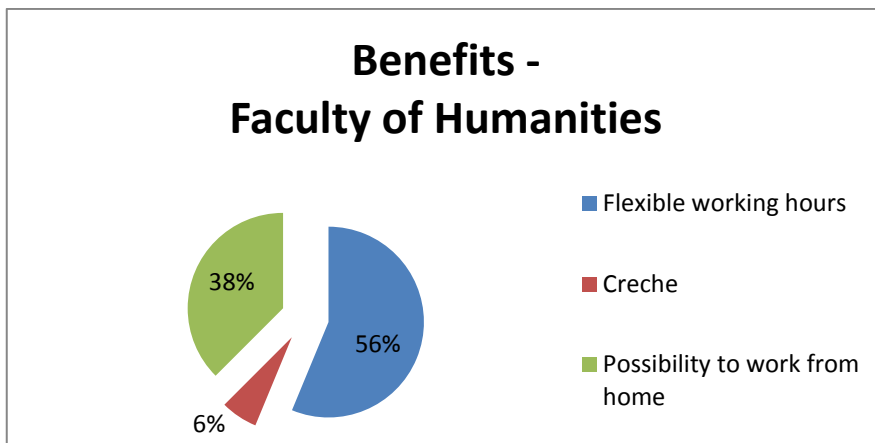


Figure 11. Benefits

Referring to the graph discovering a preferable benefit with a child, students of the Faculty of Humanities mostly chose flexible working hours, on the other hand, 38% would choose the possibility to work from home and only 6% of all respondents would opt for creche.

Table 16. Benefits

Answers	Number of respondents
Flexible working hours	11
Creche	0
Possibility to work from home	17

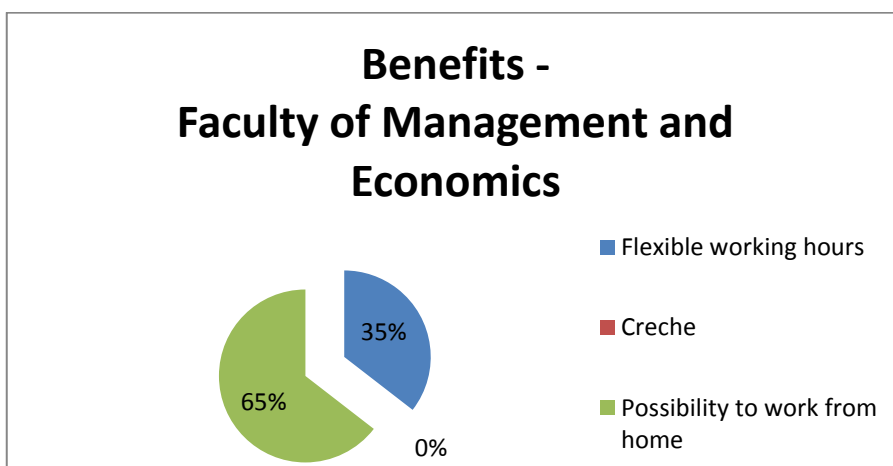


Figure 12. Benefits

It is clear from the graph that female students studying at the Faculty of Management and Economics have completely different thoughts and ideas about their future job with a child because their choices were reversed. For 65% of all respondents the major choice of

benefits would be the possibility to work from home and 35% agreed on flexible working hours. Another difference can be seen in the last option which is the creche that was chosen not a single time.

Have you ever heard about quotas which were created by European Union?

Table 17. Quotas

Answers	Number of respondents
Yes	14
I do not care	2
No	16

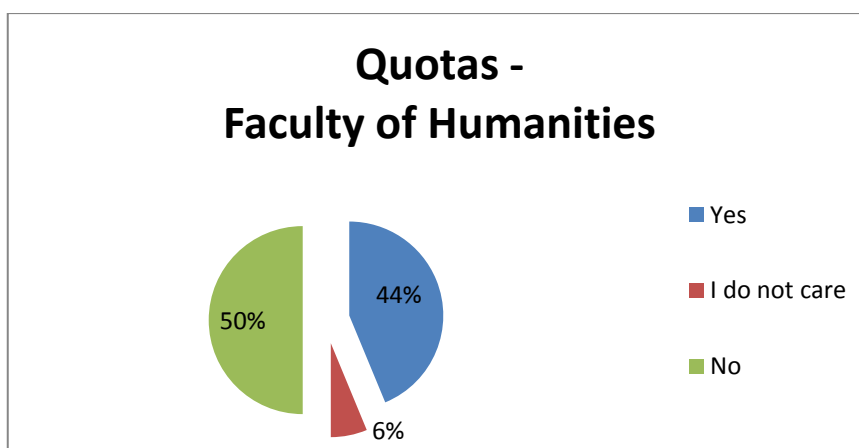


Figure 13. Quotas

The graph indicates that exact half of the respondents studying at the Faculty of Humanities have not ever heard about quotas that were introduced by European Union giving a minimum number of women that should be represented in private and public sector. Another half is divided unequally between those who have heard about quotas and those who do not care about this global issue.

Table 18. Quotas

Answers	Number of respondents
Yes	8
I do not care	2
No	18

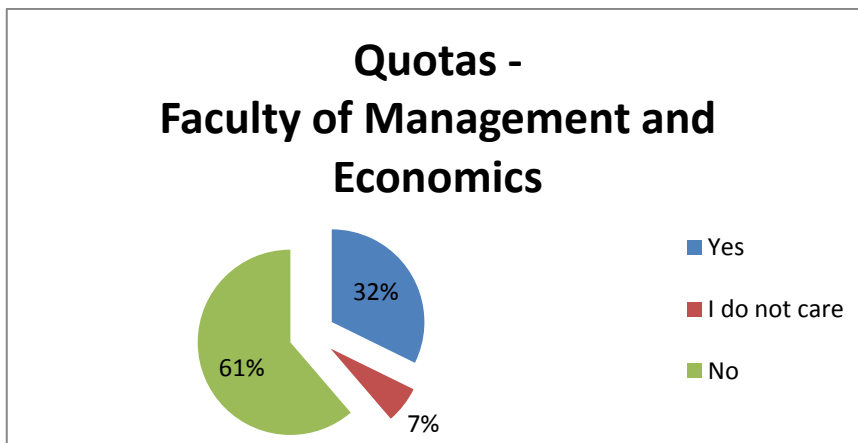


Figure 14. Quotas

It is clear from the graph that 61% of female students studying at the Faculty of Management and Economics have not ever heard about quotas which is about 11% more with comparison to the Faculty of Humanities and it is connected with the fact that 7% of all respondents from the Faculty of Management and Economics do not care about these quotas that gives 1% difference comparing to the Faculty of Humanities.

Are you going to continue in your study?

Table 19. Continuous study

Answers	Number of respondents
Yes	24
No	6
I want to combine family with work	2

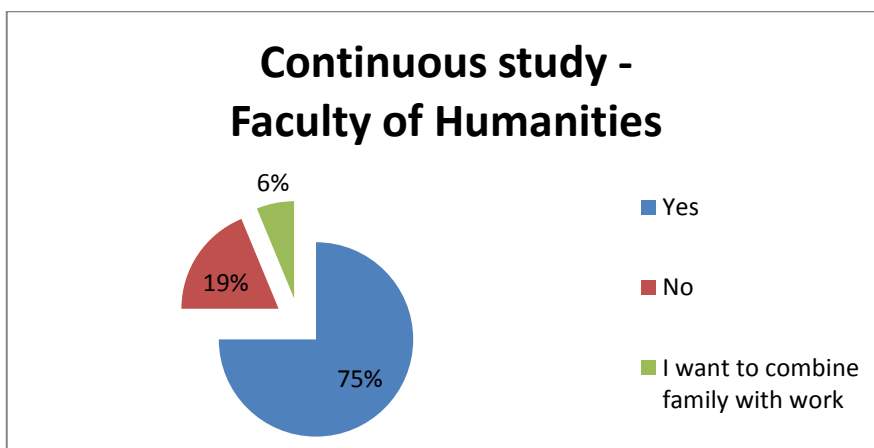


Figure 15. Continuous study

From the graph it is clear that 75% of female students studying at the Faculty of Humanities will continue in their study however 19% are prepared to find a job. The last point of the graph states that 6% of all respondents want to combine family with work which is very pleasant and a big challenge on the other hand 6% is really small figure with comparison to 75%.

Table 20. Continuous study

Answers	Number of respondents
Yes	24
No	4
I want to combine family with work	0

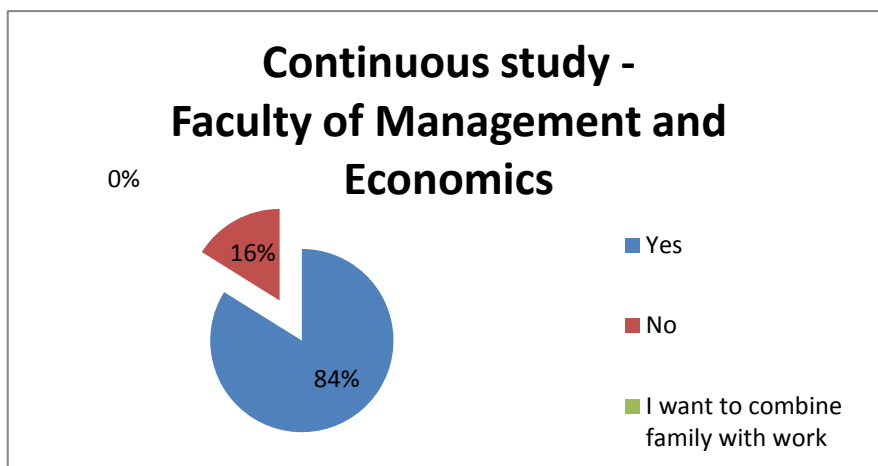


Figure 16. Continuous study

With reference to the graph it is clear that 84% of female students studying at the Faculty of Management and Economics will continue in their study with comparison to the Faculty of Humanities the difference is 9%. The percentage of those who will not continue is 16% which is about 3% less than in the previous graph however not only a single percentage is included in the question of combining family with work which is huge difference comparing to the Faculty of Humanities.

Summary of the first part:

From the above mentioned graphs it is clear that female students of both faculties want to become managers in the future and are prepared to work in business sector. From the results it is also clear that both groups of respondents are sure to have a child in the future

and it will be them who is going to stay on the maternity leave with their child. The first difference in findings is seen in the fifth question discovering if they stopped working because of their child because female students studying at the Faculty of Humanities claim that it depends on who will earn more money in their family with comparison to the female students studying at the Faculty of Management and Economics where the students would definitely stop working because of their child. Second difference is detected in sixth question which asked respondents about the benefit that would use in their job and female students from the Faculty of Humanities opted for flexible working hours however students from the Faculty of Management and Economics chose the possibility to work from home. In the last two questions there is the agreement in answers because the majority of female students studying at both faculties have not heard about quotas and majority of them are going to continue in their study.

5.4.2 Open questions

Here I concentrated on the opinion of the female students from both faculties about who is a better manager, if they opt for man or woman and I was curious why they chose their answer. Another question was what according to them will be a situation on a labour market for women who would like to work as managers. Last but one question explores their opinion about the gender equality in organizations and last one is focused on the decision what participant would they employ if they were in the role of the employer.

Who do you think is a better manager, woman or man? Why?

Table 21. Better manager

Answers	Number of respondents
Man	10
Woman	3
Both of them	3
It depends on the character and knowledge	12
It depends on the position and field of business	2

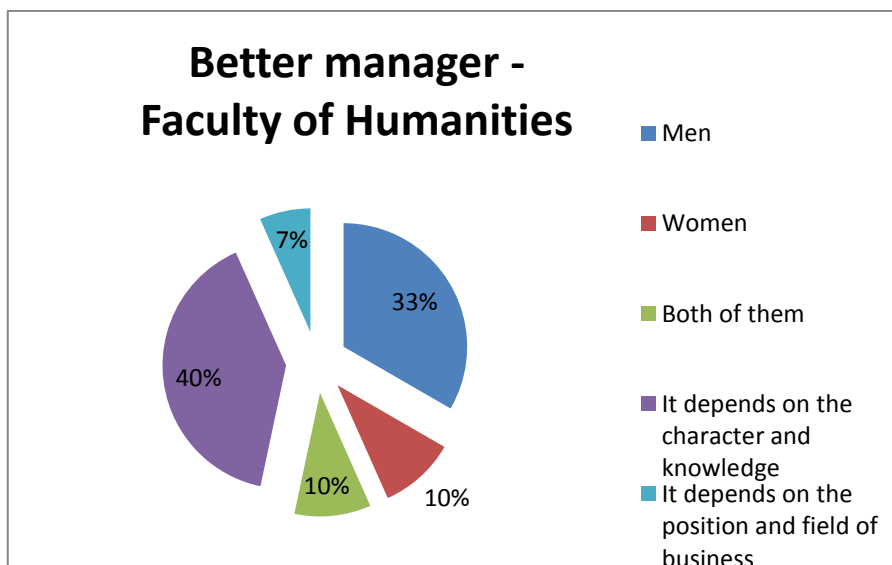


Figure 17. Better Manager

It is visible from the graph that 33% of the female students studying at the Faculty of Humanities think that men are better managers with comparison to women which make 10%. However the most frequent answer in the questionnaire was that it depends on the one's character and knowledge more than on the sex. The figure for women as better managers is the same as the option that both of them are good managers that is not a specific answer however 10% of respondents were not able to answer. Last figure explored in the graph is 7% which is the lowest figure from all and is connected with the fact that it depends on the position and field of business.

Table 22. Better Manager

Answers	Number of respondents
Man	9
Woman	7
Both of them	3
It depends on the personality and ability	12
It depends on the position	1

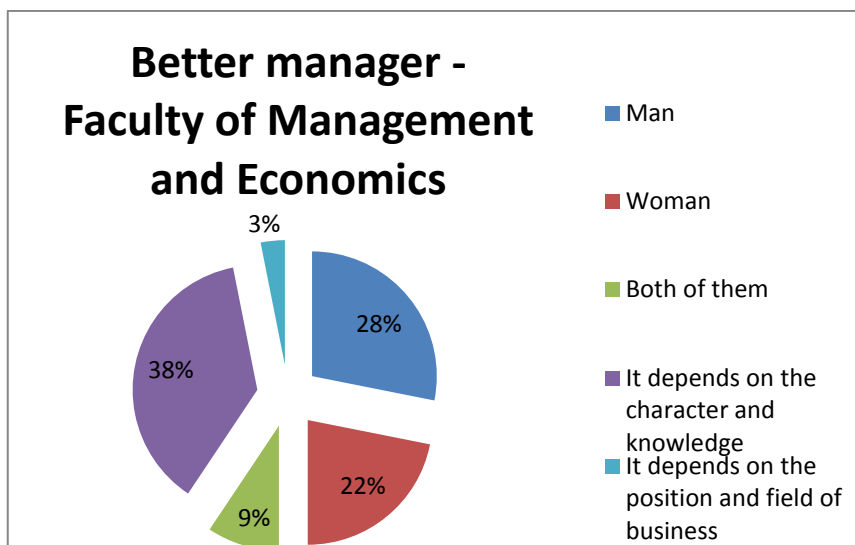


Figure 18. Better Manager

With comparison to the Faculty of Humanities it is clear that 28% of the female students studying at the Faculty of Management and Economics think that men are better manager that is 5% difference. However there still persists a huge difference concerning women as better managers which was the main option for 22% of all respondents thus the difference is really slight however it is about 12% more comparing to the Faculty of Humanities. The slight difference can be seen in the figure where respondents were not sure who the better manager is and they states that both of them are. With reference to choice of ‘person’s character and knowledge’ the figure is almost the same as in previous graph with only 2% difference. However, only 3% of all female students from the Faculty of Management and Economics think that it depends on the position and field of business which is about 4 % less with comparison to the Faculty of Humanities.

What will be the situation on the labour market for women in the future?

Table 23. Labour market

Answers	Number of respondents
Better	21
Worse	4
It depends on the woman	1
It is equal	5

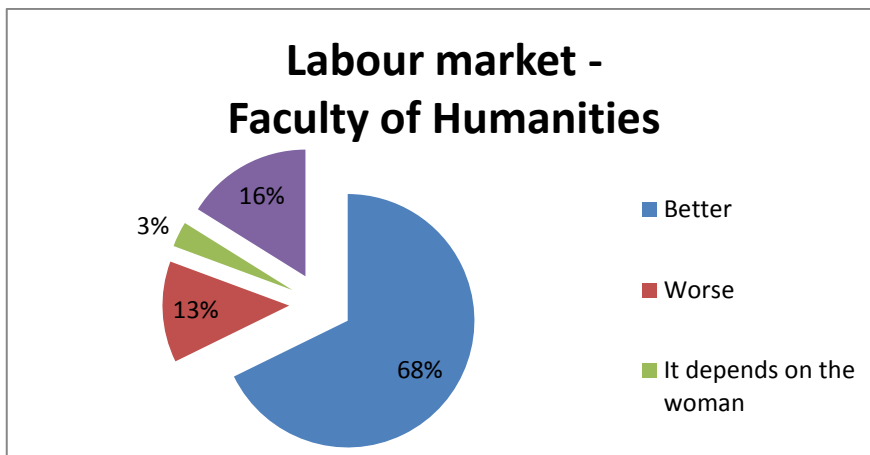


Figure 19. Labour market

The graph shows that overwhelming majority of all female students studying at the Faculty of Humanities think that future situation on the labour market for women as managers will be better, which is a very positive result. The second highest figure is detected in the answer that the situation for both sexes are nowadays equal and therefore the situation cannot be worse or better in the future. However 13% of all respondents think that the situation will definitely be worse for women who would like to work as managers because of the men’s dominance and 3% of all female students go for option that it depends on how woman can fight for her career and how resistant she can be.

Table 24. Labour market

Answers	Number of respondents
Better	17
Worse	3
It is equal	3
I am not sure	6

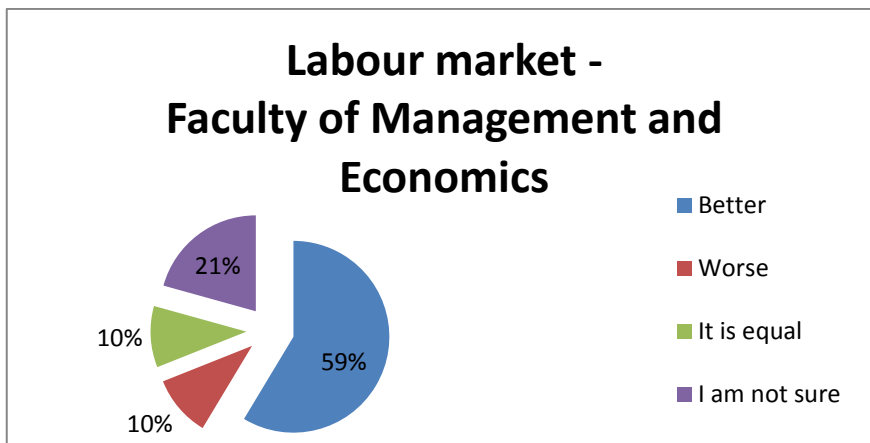


Figure 20. Labour market

The graph indicates that 59% of all female students studying at the Faculty of Management and Economics think that the future situation on the labour market for women as managers will be better, which is about 11% less with comparison to the previous graph. Only 10%, which is about 3% less comparing to Faculty of Humanities, think that the situation will be worse. The same figure is in the opinion that the situation is recently equal for both sexes however it is about 6% less with comparison to the previous graph. Last option in this graph is different than last option in previous graph because quite a big number of respondents from Faculty of Management and Economics were not able to answer.

In some countries it is obliged for an employer to employ an equal number of women and men in his organization. What is your opinion about this?

Table 25. Gender equality

Answers	Number of respondents
It is a bad idea	16
It is a great idea	13
It depends on the field	4
I do not know	1

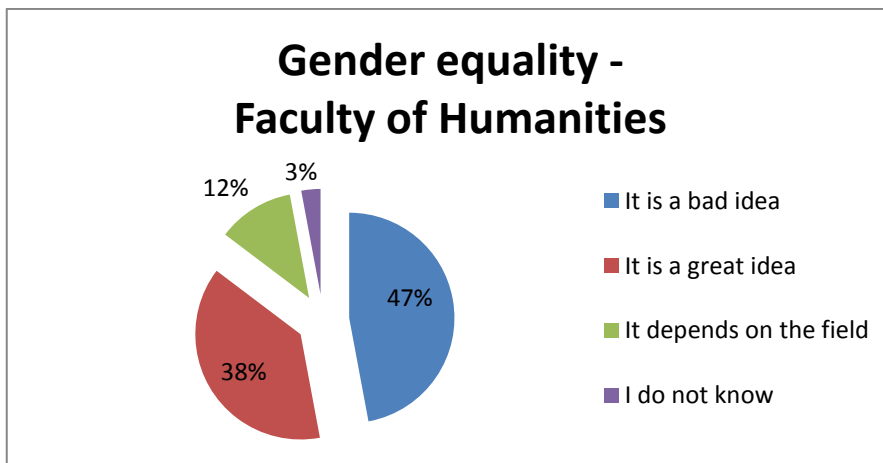


Figure 21. Gender equality

Concerning the global news that employer has the obligation to employ equal number of women and men in his organization, 47% of all respondents from the Faculty of Humanities answered that it is a good idea and that it should be introduced in the Czech Republic as well. However 38% hold the opinion that it is a bad idea because of a discrimination of qualified people due to their sex and it is connected with 12% stating that it depends on the field because in some technological field supply of women on the labour market is really small and last 3% do not know if the global equality is good or bad.

Table 26. Gender equality

Answers	Number of respondents
It is a bad idea	10
It is a good idea	15
I do not know	4

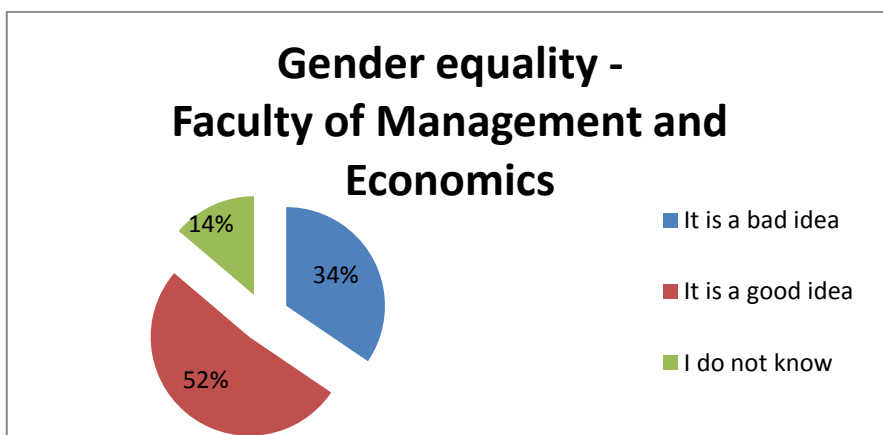


Figure 22. Gender equality

More than half of all female students studying at the Faculty of Management and Economics hold the opinion that it is a good idea and the figure is about 14% higher than in the previous graph. However 34% of all respondents think that it is a bad idea which is in comparison to the Faculty of Humanities about 14% less. The last 14% do not know if it is a good or bad.

Imagine you are an employer and you have to decide if to employ young and educated graduate or 35 year old woman with two grown up children. Who would you employ?

Table 27. In employer's role

Answers	Number of respondents
35 year old woman	7
It depends on the position	4
It depends on the situation	4
It depends on the education	8
Young graduate	9

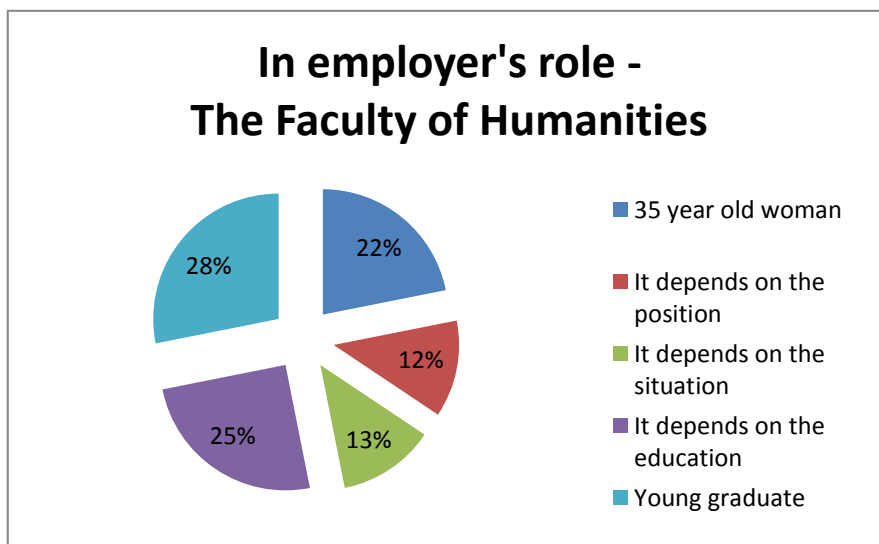


Figure 23. In employer's role

The respondents have tried how it is to be in the employer's role of deciding between two participants. It is clear from the graph that 22% of all female students studying at the Faculty of Humanities would employ 35 year old woman because of her experience and the fact that she has two grown up children and the possibility of having a third one is

small. However 28% have chosen the young graduate as the potential employee because of her knowledge, young views and opinions. The third highest figure is detected with the fact that the most important thing is an education. Another answer was that it depends on the position and not on the age which 12% of all respondents have chosen together with the answer that it depends on the situation.

Table 28. In employer’s role

Answers	Number of respondents
35 year old woman	11
It depends on the position	2
Young graduate	5
It depends on the situation	5
It depends on the education	4

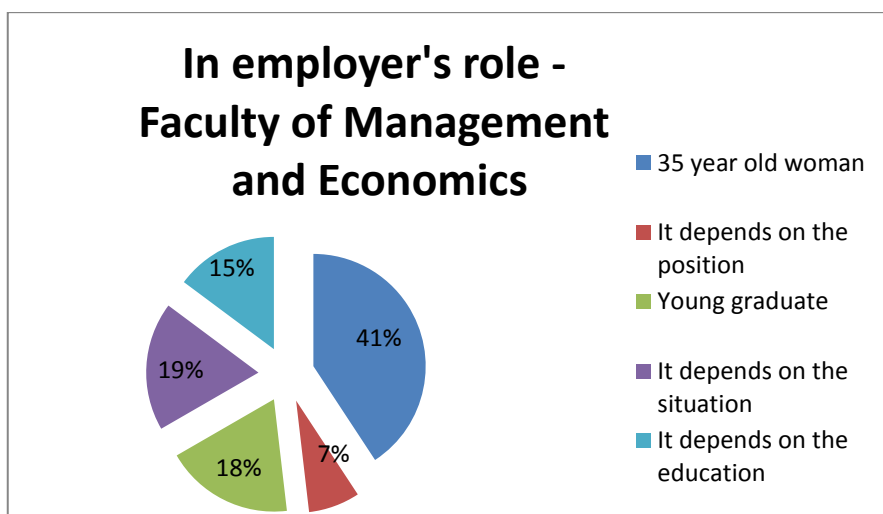


Figure 24. In employer’s role

With comparison to previous graph, a huge difference is visible in a choice of 35 year old woman as a potential employee which is about almost 20% more and about 10% less in the option of young graduate compared to the Faculty of Humanities. The decline is also clear in the answer that it depends on the position, where the difference is precisely 5%. The situation did not change in next answer as well concerning education as the most important factor however in the previous graph the figure was about 10% higher. Last option was that it depends on the situation where the change came because it rose about 7% with comparison to the Faculty of Humanities.

Summary of the second part:

From the research it is obvious that in a question who is a better manager, if woman or man, the character of a person in both faculties was on the first place. Both groups of respondents also agreed on in the second question as well, that focused on the future situation on the labour market for women who would like to work as managers. Both groups agreed on better situation. The agreement was also in the third question exploring the global equality in the organizations as a good idea however the difference is seen in the last question that dealt with the issue of decision between 35 year old woman or young graduate for a post in the organization where female students studying at the Faculty of Humanities opted for the young graduate to give her a change to gain a practice in the field with comparison to the Faculty of Management and Economics where the majority chose 35 year old women because of her experience and the fact that she has grown up children thus the risk of leaving the company because of maternity leave is minimal with comparison to the young graduate.

CONCLUSION

In my bachelor's thesis I concentrated on the topic of the Development of Czech Female Managers since 1989 until 2013.

I divided the theoretical part into sub-chapters, which served later as a base for the analytical part. In the practical part, I used two sources of information. First source were interviews with successful Czech female managers from educational sector and the second source was a questionnaire which was distributed among female students who are in the last year of their study and are studying at the Faculty of Humanities and the Faculty of Management and Economics. The questionnaire consists of both open and closed question. I divided the questionnaire into 2 sections (open and closed question) with which I worked subsequently in the practical part and in the conclusion as well. The questions contain tables with number of respondents and their chosen answer and graphs which provide graphical representation of the facts.

While gaining required information about career as a manager I had the opportunity to meet successful female managers from educational sector who were so affable and dedicated their time to answer my questions. I had a chance to meet them closely moreover I was able to create a conception about what working as a manager consists in and what are the consequences of the decision to become a manager.

Findings from the questionnaire disproved the theory that career is more important for women than having a child as well as with a finding that women in the 21st century more often postpone or refuse having a child which causes higher number of divorces and lower birth rate. However the answers on the question of maternity leave were surprising because in the past it was always woman who stayed at home with her child but thanks to the questionnaire it is clear that this generation of young women has perfectly different ideas about work and maternity leave because the decision is based on the type of job. Results gained from both Faculties support the theory that women are recently more interested in education and they try to study as long as possible to have a chance to get a great job in the future.

However I would recommend young generation of women to be more interested in the issue of gender equality not only in the Czech Republic but all around the world. I would also recommend the university to hold some lectures or discussions with female managers to discuss their opinions with young female students and give them useful advices.

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APPENDICES

P I Questionnaire

APPENDIX P I: QUESTIONNAIRE.

Dear students,

I am Vendula Hřivnová and I am a student of TBU in Zlín. Topic of my bachelor thesis is the Development of Czech Female Managers from 1989 to 2013 and I would like to ask you to fill in this questionnaire which is completely anonymous.

Thank you very much for your time and assistance.

Vendula Hřivnová

1. Which faculty are you studying at?

- FHS
 FAME

2. Would you like to become a manager in the future?

- Yes
 I do not know
 No

3. Which field would you like to work in?

- Education
 Business
 Economy

4. Are you planning to have a child in the future?

- Yes
 I do not know
 No (my priority is a career)

5. Who would go on a maternity leave in your family?

- Me
 My husband
 It depends on who will earn more money

6. Would you be willing to stop working as a manager because of your child?

- Yes
 It depends on the job
 No

7. Who do you think is a better manager, man or woman, and why?

8. Which benefit would you prefer with a child?

- Flexible working hours
- Work from home
- Creche

9. What will be the situation on the labour market for women in the future?

10. Have you ever heard about quotas which were introduced by European Union?

- Yes
- I do not care
- No

11. In some countries it is obliged for an employer to employ an equal number of women and men in his organization. What is your opinion about this?

12. Are you going to continue in your study?

- Yes
- No
- I want to combine family with work

13. Imagine you are an employer and you have to decide if to employ young and educated graduate or 35 year old woman with two bigger children. Who would you employ?