

The Role of Women in International Management in the Last Two Decades

Somayeh Mousavi Baghdadizadeh

M.A student of Business Administration, Islamic Azad University, Rasht, Iran

Abstract

Today, the management of diversity as an important mechanism in the development of international organizations has been discussed. According to recent figures available in different continents It is a growing trend, it can be important to the international experience As part of the development, management realized. But despite the increasing demand for international delegates, the number of women in managerial positions still remains low. In this article three ways inter personal and participatory nature of management as Core skills for success in the field of international management are discussed. Below based on the characteristics of the current situation of women In the field of international management are discussed. Finally possible way to increase the presence of women in the field of international management is recommended.

Keywords: International management, management methods, development strategies, diversity

1. Introduction

Today, the management of diversity as an important mechanism in the development of international organizations has been discussed. Recent studies (ORC, 1997) suggests that this trend growing is the 54 percent increase Missions International in Europe, 63 percent of organizations surveyed in order to enhance the mission of the International in Asia are planning . Also, more than 60 percent of the mission's solo trip was planned. It can be one of the pillars of international experience as a management development in the modern world took note.

With the increasing demand for the use of international managers, the number of women in such situations remains very low. Statistics provided by Hilary Harris (2009) in North America show that between 2 to 41 percent of all international managers. Approximately 6.5 percent of the charts in Australia and Europe in about 9 to 15 percent of female international managers are included. While statistically similar percentage of women in these areas is much higher than other managers.

Such statistics are discussed in the hypothesis of whether this status has led to the development of diversification. This is an issue that should be considered Women in Mission International would manage in such a small area at the time of research in 1984, Adler has been rising. While research on effective international managers is considered low participation of women in international missions makes it more complicated. In this paper three ways between individual and cooperative nature of management as core skills for success in the field of international management are discussed. On the skills of debate and discourse has been working to manage it better be a woman. For example, the ROSENER It suggests that women are mutual management practices Well for diverse and rapidly changing business conditions are suitable. WENTLING (1992) on women's ability to work well with others, the "cooperative and friendly relations" will expand, is emphasized. Meanwhile, Sharma (1990) also features the original approach in the management of women as cooperation and collaboration, teamwork, vision and creativity is considered. At the end of the paper (co), especially the topic of presidential / administrative will. There are many reasons for women's participation rate minimum of assumptions about the likelihood that a woman encounters a problem while doing the tasks they are due. However, research in the field of migration success and failure (for commercial matters), does not show evidence to prove this hypothesis. Evidence does not substantiate this hypothesis. The most important aspect of the investigation and the reasons for the failure is that the failure rate is based on the male population. This research includes real evidence that male migration to adaptive problems within cultural and family problems deals. Instead, the results of research conducted on the overall mission, that exotic women are successful in their missions. But men working around the house allocation problem as a lack of adequate preparation for being away from home and lack of organizational support is considered and it is reversible. Organization is considered and it is reversible. This is completely at odds with the position of women, In view of the potential situation in which assumptions about matters coming before By local managers as reasons for selecting women candidates are used. In this paper, the factors International appointments are effective with women. This definition refers only to women from The public or private organizations within the country and abroad who are sent to foreign countries as a result Independent methods of job searching, have found work are not included here. Because the choice to upgrade the managerial processes in the realm of international appointments Each country takes place, we first consider possible barriers facing women in the context of our country, then we review How these factors and other factors are limiting the number of women in international management.

2. Women in international management: achieving desired point

Women's participation in international missions under the management of a complex set of cultural, social, legal, economic and political In the native environment of the host country are affecting women. In this paper, the influence of cultural barriers to more detailed reference will host the International Women Leaders. However at this stage should be a more detailed examination of the factors influencing Women in management in their native countries do to their influence on the ability of women For permit the efficient implementation of an international mission to the international managers. When searching for a low rate of women's participation women's progress should be focusing on native environments Because most international appointments and assignments are filled by internal applicants. The selection process for an international mission to promote and evaluate the overall organization is embedded. Specifically, when sending people to the mission with development goals, Potential influence of the individual and appropriate ideas can be problematic. According to Login Increasing women into top managerial positions in the acquisition workforce, their failure is puzzling. In the international sphere phenomenon as the "glass ceiling" or a "glass wall" is known. Impermeable barrier represents a choice that is invisible and prevents upward movement, and the "glass wall" is a lateral move or even impediment. Solomon (1990), this phrase as describing phenomena explained In which women and minority groups while attempting to climb the managerial classes, or moving side-line posts (which are traditionally dominated by the working group, That white men are, in most cases, have occupation) experience. One of the arguments against the theory that the glass ceiling is to be raised Women who cannot have enough track to reach the top levels of management. However, this does not justify the complexity of the problem, Because of the advancement of women in the early stages of the corporate ladder, the more jobs will be created for women and prevent For men. Thus the causal factors of the options and choices of women in entry level and later in their careers are affected is essential.

3. Problems of Women in Management: Step Login

Despite the trend toward increased cooperation in the areas of modern business, and choosing the women in the pictures are still under the influence of social factors on wage differentials and There are separate corporate job. RAGINS and SUNDSTROM (1989) Have announced that the first women's choices in terms of job stereotypical gender roles affect social layer first. This layer makes the Women in wage employment in professional and career gender and gender-based allocation are not autonomous. The lack of job opportunities available to women in the first stage Women in wage employment in professional and career gender and gender-based allocation are not autonomous A. This approach makes it argues that social expectation that women as a group care beliefs and behaviors, interpersonal sensitivity and expressiveness Will develop emotions. In contrast to men, the advancement of beliefs and behaviors, such as optimism, control, and will depend on others. It features a traditional corporate management practices, the easier is assigned. Be kept in mind that occupational segregation has a direct impact on aspects of women's progress payment. Women into traditional gender occupations are less important jobs in the first women to work as a secretariat to consider Have fewer opportunities to grow both vertically and horizontally to create. It means that women are less traditional occupations for women past the credit And ability to pay is less clear that it can have a negative impact on women's career advancement.

4. Problems of Women in Management: Career Options

Occupational segregation and wage difference in the fact that even in strongly gendered occupations such as education or social services, necessarily a significant number of women in senior management posts have been ignored. For example, in Full-time high school teacher in the UK and Ireland charts show that although women are 54 percent of all teaching positions, Only 30 percent of them are in managerial positions (Great Britain Department of Education and Associate (2002) Census (2000). This shows that women are less able or less willing to management or are Or more obstacles than men in their career development organizations face. Since the academic progress of women as men today, especially in the areas of employment, Gender jobs are Gender differences in approaches to motivation and commitment in the work and management practices and Presidential men and women, all with issues of women and men to understand the characteristics and impact of enterprise systems, there are signs that the root causes of the phenomenon of the "glass ceiling."

4.1 Motivation / Commitment

Identify the impact of gender roles and sexual behavior clearly related to women's motivation to succeed in the work force is specified. Powell (1988) argues that The first layer of society (parents, schools, the media and peer groups) that are involved in the development of sex-role identification, Expectations and career goals will be effective. These goals need to restrict hopes for a career in sexual activity at a given resolution is limited employment Will. Women waiting for the conditions to be considered a gender classification. VINKENBURG And colleagues (2000) to investigate the differences in managerial incentives are limited. They have reported gender differences in achievement motivation and fear of Most women have observed the success and

competitiveness. However, in this study, female managers were more likely to work for them in primary care To the family., In other words, they put their jobs in the first place. In this regard, the need to develop and require female executives in the field strength is usually different from the needs of men. Management commitment, organizational commitment (committed effective), team commitment and dedication to the job will be split. The results of the studies show There are few gender differences in commitment, some studies have reported low commitment or the same or a little more.

However, Singh and VINNICOMBE (2000) have shown that men and women differ in the nature of their commitment to their work. An example of finding the matching pairs of male and female managers, male meanings similar to the meanings and implications of female senior management concepts. Concepts to senior executives, including Delivery of work, labor, before being prepared for the challenges and business awareness of having been. In general, most women meanings and concepts toward the organization, Especially good citizenship behaviors than managers who see them, while men in general concepts presented The agents for themselves and for-profit organizations, the concepts that were very active and visible. Research on motivation / commitment shows a complex picture, however the impact of social role theory (Eagle, 1987) have yet to be committed in different concepts and development trends in women's issues. In this regard should be had to the nature of the evolution of gender roles. Given the dramatic changes in social roles of men and women in countries like Britain and America For example, future studies may be very different trends in terms of motivation / commitment among young men and women to find.

4.2 Behavior Management / Leadership

Conflicting results in terms of motivation / some women show that this is only part of why some women are in senior managerial positions. One of the key areas of research in this area to pay How the views of the dominant style of management can affect the progress of women in these posts. Considering that women in similar circumstances. Have the same motivation to succeed, because the small number of women in executive positions are? Whether women are inherently less suitable for management? In line with contemporary participatory model of Adler and RASVL comment about a "pattern of life" women, some authors style Explained unique managerial women, among the writers can Marshall (1984) mentioned that Management believes that research on implicit point is equal to male quality management "nice".

Marshall argues that women's leadership styles / multiple management with emphasis on interpersonal skills, sensory and participate. But he claims that these styles with predominant styles Men are deficient. However, these qualities are increasingly stressed the fact, that fit the needs of international management. Male Ruse (1990) the ways in which leadership styles of women's participation, particularly applicable to contemporary business as it is described. Encourage the participation of women, Share power and information, enhance their sense of worth in others and make others feel the urge. Sharma (1990) Women's management style is described as non-traditional and distinctive style. The most important characteristic of women in management methods, cooperation, teamwork and creativity and intuition Are. Tom Peters is one of the most important members of management, have discovered a potential future leadership styles of women and men who need even claimed that "women in games" to learn. In a recent study in Britain, CT. A., She led the women in this traditional style has a value. Particularly their interpersonal skills, communication and people management They praise. However, many of the women who were interviewed said they feel they have their own style to fit with what the men are good at it.

The relationship between management style and personality characteristics and behaviors of "Men" has been studied much more. One of the early studies on stereotyping of gender roles and requirements of senior management has been succeeded by Schein .

She studies gender role stereotypes that show characteristics of previous years, there are some distinct features and modes that can be attributed to women.

He claims that gender role stereotypes, gender stereotypes are a barrier to progress in jobs that are The majority of the jobs are of a type and an associated normative expectations about how the job should be there Schein . in early 1970 due to his writings, Management as a career gender stereotypes was considered due to the high proportion of men in managerial positions. In this case, he has a theory of The post may require managerial personal characteristics that are more masculine to feminine (Schein 1973). Schein To test this hypothesis, a descriptive index (SDI) to create items that would describe the difference between men and women. The SDI Schein on a sample of 300 male middle manager positions in various departments of insurance companies in America, he played at 9. In another study, a sample of 167 female director in the insurance sector as much as possible with the previous study matched samples of men, were examined. The sample was asked the working group to conduct studies. The findings of these two studies showed a strong correlation of both women and men. Among the items evaluated as a zero relationship between men and women were similar to managers and executives understand they do. Schein further tests confirm that they tend to reach conclusions as the results of the men, although women in managerial jobs are gendered. Hillman And colleagues (1989) extended this research to native Schein they wanted to one of seven groups of 268 male managers want to assess: Men (in

general, directors or managers), women (in general, directors or managers) or successful middle managers. The results of such research findings were native Schein In connection with the evaluation and management of men and women were generally.

However, they also realized the similarities between descriptions of women and successful managers, like when women managers are perceived to be higher when women as managers in Be considered very high. More recent research on the impact of gender stereotypes on perceptions of managers would have used a different technique; PAQ create By Spence derived from a model of participation and representation. According to this model Features are represented and assisted by the male while the female features Are specific to the individual. It seems that people who are socially normal, more attributes than others to a later show, While both work well KORABIK (1990) argues that managers may wish to have the two gender To our men and women in widespread use, they combine. So we can see that the personality perspective, a number of factors relating to motivation / commitment Behavior management / leadership on women's ability to achieve Category Affect the organization. In addition to the matching factors, women in their career development model The traditional model of public employment are faced with obstacles that are usually based on the working life of men. The impact of enterprise systems on job opportunities for women is progress.

4.3 Effect of job organization

Dominance of men over the years has led management employment law and theory, most of the career patterns of men to women. Usually a clear progression A job is defined by a set of related tasks. This usually happens within a few years, but a good business plan scheduled to follow And responsibilities at each stage is increased.

Means local jobs, pay and working up towards the top (Harris, 2008: 57-74). Thus, knowledge of the job development process, experience, values and goals of the Men work on the show. Endemic feature of the model's ability to progress in an orderly and predictable manner through the growing role of senior positions. It is noteworthy that this model is superior to all men of working experience Does not show, but the show featured a moderate level. More women need to be flexible patterns of employment, because of their child-rearing and other domestic responsibilities, This conforms with the traditional business model does not. The idea of career development as a competitive event in which there are winners and losers, It is pointed out that people tend to support the academic and business environments, they will have less motivation. It seems more women than men affected by the conflict between home and work roles. Traditional occupational structures and organizational requirements are often followed Women must keep moving to improve home life and career to choose. Even the choice of having a family is a growing problem among young women has become That will not be a break in their jobs to take time off to care for their children. Although having a family is often a good man But the selection of women with families and community organizations in management perspective is still not right. Theory of women's employment, the "specific processes" life stresses that women spend them while they are still committed to their jobs. Research In White (1995) all won the women a "career focused" showed up and it was found that full-time employment and continuous professional success are required. Difficult to achieve career enhancement and business can be defined as barriers to women's participation The usual and most home considered responsibility. Nevertheless, changes in psychological engagement with global impact, wage pressure and Social costs of employment and demographic pressures, a significant implication on job expectations and job management field. World's oldest obligation is based on psychological Where full employment, steady, significant growth is expected to be consistent with the financial rewards, investment In education and growth in the face of duty and hard work has made. But a new obligation on the more transactional model, with less job security in return for loyalty Lower bonuses based on the performance and structures that promote combined.

The idea of traditional corporate jobs is changing, and this may lead to new business model is For women (and men) who have responsibilities outside of the workplace to be more favorable. At present, the impact of these changes is premature. The majority of the people who are sent on international missions Need something as "potential", there is an emphasis on the potential negative impact of the view that men are more acceptable as Director Women and career development are able to maintain the traditional pattern. Moreover, the conflict between the demands of home and work, which often makes women unable to top management, International action is even more important.

5. Women in International Management: NOTES

The previous section focused on the fact that men and women, when there are opportunities for international missions, not even in a playground (Let alone whether we are equal). However, the complexity of the obstacles inherent in research on the role of women in international management, little is known. Here the gender impact of international missions in four indigenous discussed are:

- Characteristics
- Family Features

- Host nationals' attitudes to women
- Organizational processes.

5.1 Characteristics

5.1.1 Motivation

One common assumption is that women are among the top decision makers do not want to go to international missions. Adler's theory in his research among 1,129 students of the MBA degree in Canada, United States and Europe has given man. His findings suggest that Women who have recently graduated from the course of their careers as men are of international interest. However, the ratio of women to men, the institutional barriers that women face as a potentially important limitations to consider in order to achieve this goal.

Recent research Lowe and colleagues (2005) showed that however the undergraduate and graduate business students in the United States, the countries considered them were marked gender was a salient predictor.

Differences between cultural and human development differ considerably between men and women in their willingness to accept an international assignment given show. Political risk has been considered as an important factor. The researchers say that their findings require further replication To ensure interoperability. However, they have issues in private enterprises p. The amount of support is needed to help women to take charge of the missions in certain countries.

5.1.2 Trends and Personality

Characteristics are associated with successful cross-cultural adaptation CALIGIURI and colleagues (1999) argue that the three local character in an exotic experience of being a woman are unique. The dimensions of self-concept (reduce stress, strengthen stewardship and technical competence, displacement), familiarity with others (meaning the ability and willingness to communicate with host nationals) and conceptual knowledge (the ability to understand the behavior of others) is. Familiar with may be very important for women managers because of their exceptional ability to prove compliance by partners need it. They can be caused by the stress of being a single woman Supposed to work together to manage. It is clear that the ability to handle stressful situations and their ability to trust is positively associated with cross-cultural adjustment (Black, 1988, MANDELLHUL and Edo, 1988). Meet with others can be a competitive advantage for global mission to provide women. Women have better interpersonal skills to enable them to communicate with nationals of the host and the client as a partner. However, social conditions - Culture can be a problem for women in this regard. Women's perceptual orientation toward female managers in their host countries is very low, it is extremely important (KALYGRY and Tung, 1998). There is Cultural and gender differences in host communities understand and be flexible in their approach to this conflict is the compatibility factor (Harvey, 1985 MANDELLHUL and Edo, 1985). KALGYVRY and LAZARVA (2002) also consider the concept of social interaction and argue that the concept of social support, A very important factor in cross-cultural adjustment for women is due to their unique situation. Especially if they are in a single mission. Key factors when managing international relationships affect the ability of women These are considered to be:

- Personality characteristics related to his
- The extent of contact with host nationals, cultural norms restrict women's
- Constraints such as language skills and limited job opportunities.

Source of social interaction and support of family, colleagues, citizens of the host, consultants, other migrants and domestic workers. This interaction can Emotional support, information and tools to provide successful intercultural communication is that consistency.

5.2 Characteristics of families

Success in international missions, not only the individual but also the work of his wife and family. Double responsibilities of organizations and individuals working to solve problems in international missions are faced with a growing problem (KALYGYVRY and Casio, 1998, Harvey, 1995, 1996, 1997). Research on two-job couples who agree to long-term missions Emphasized that husbands should be willing to consider relocation To ensure a successful mission (Harvey, 1995, 1996, 1997; LYNAN and Walsh, 2000).

It is observed that the unrest caused by the geographical relocation of much turmoil in the lives of all family members (GVZV , 1994; MVNTVN, 1990; New and Barber, 1993).

The expression work-life issues among the biggest problems people have with the work patterns of international The staff is just (an OCR ME, 2000; FNVYK, 2001; PLTVNM, 2001). While balancing work and family is the focus of many organizations, governments and academics, has been important primarily as a domestic issue remains. However, the work and family conflict is likely to increase in the international scenario, which may

require relocation of the entire family. In such cases, the boundaries between work and home, the whole family will disappear due to conflict (Harvey, 1985). Two couples jobs, jobs, spouses may be stopped and a sense of worth and identity may be damaged (Harvey, 1997). Children's education may be interrupted (Fukuda and Chu, 1994) and social networks they lost, which may affect the sense of security and well-being (Harvey, 1985).

In short, the international mission, family life is more important, because the whole family is forced to leave. Even in the case of short-term missions And international missions trip, the household may not be physically moved, has been Stressful stimuli that separate life away from work and family conflict families will be worse (I have an OCR A, 2000; FNVYK; PLTYNN, SNTARY, 2001).

5.3 Attitude host nationals

Limiting factor for the participation of women in international management from old native administrators of this issue has been harvesting Whether women are able to take on missions abroad. In the evaluation of 60 local companies in North America, more than 50 percent for female executives for foreign missions expressed their dismay One reason given was that native foreigners are prejudiced against female managers. (Adler, 1984)

Subsequent research by Adler (1987), among American women immigrants in South East Asian countries were working These findings undermine the validity of the hypothesis that the success rate among women is very high Administrators International, Mainly due to the fact that women were regarded as foreigners who happen to be women, not the women who were foreign happen (a subtle but important distinction). Therefore, subject to the limits of immigrant women managers who were imposed on indigenous women.

Newer research NAPYR and Taylor (2002), the findings of Adler (1987) examined the experiences of professional women in the missions in China, Japan and Turkey. Work Repeats. All the problems in the credit report in the early stages of working abroad. In this regard, Japan and China were more difficult. However, the majority of women reported that they had found ways to overcome objections. Adler's findings were also reflected in the fact that they That much attention (tangible) and had more responsibility than the position of the homeland. Needs to have interpersonal skills and the use of other common feature was their experience.

Interestingly, most women reported frustration with their lives without it. As a woman in this country, felt that some activities were confined to women. They felt that they had very little opportunity to build relationships with foreign men or native women had this for a friend. So, alone, was a factor. Many women come to the site shortly after the host or network to reduce the problem of members were women. Despite the conflicting results of research on cross-cultural differences can partly Influence on migration management function, it is important to note that these issues are relevant to the general immigrant population management. Therefore, a valid argument can be made that many companies are Question that immigrant women in management positions in the cultural boycott against women in the country will be successful. The exact nature of these claims is necessary for the countries to which they refer, is the basis for these claims - the real experiences of women, Host country managers, managers or administrators male migrant home country? Unless we can see that the cultural boycott of women entering and working in a country are directly prohibited, It seems that women are facing the same problems that men have in terms of cross-cultural effectiveness.

Thus it can be said that the claim was upheld by the women of the interpersonal skills and better communication There are probably more appropriate for international management.

5.4 organizational processes

Despite the problems facing the international mission to the outline given in the section above, there is no evidence to show The number of women who are much more successful than men. In fact, there is evidence that the failure rate (in terms of return Premature home) is higher for men. If you fail to defeat the nomination of women, fewer women in these jobs may So much is happening in the organization and processes. Research shows a possible contributing factors:

- Increasing diversity approaches
- The relationship between manager and subordinate
- Selection processes of an organization for international missions.

6. Conclusions

According to what was discussed in this paper, the rate of women's participation in Assumptions about the value of diversity in international management companies, Help of unique and separate men and women in specific situations will depend on the likelihood of positive contribution.

Four different approaches to international management were identified as follows:

- Identify approaches to managing international men
- Denial differences
- Identify women approaches to international management
- Create synergy - a lever on the basis of male and female approaches to international management.

The difference between the first and third approaches are acceptable but negative (one approach is better than other approaches). In contrast, the second approach denies the possibility of differences:

This approach to international management style will be the same for men and women and their partners and customers alike will appreciate. The fourth approach is usually related to transnational organized according to the company's ability to create synergy by combining And leverage the unique styles are complementary approaches to men and women. Adler's approach to the world as the most effective long-term and ongoing protection. This view is very little explanation of why women should not be sent. Therefore, we must review the selection process of the country to see How it may help women participation. Until shortly before the research on women in international management issues outside the control of the person, the family and the issues of the host country nationals. Role as a determinant of organizational choice processes engagement was largely ignored. However, a large body of published works In North America and Europe and focuses on the pervasive influence of discrimination in the selection process. As was observed in this issue of "consistency" of both cognitive and social psychology to examine society. From a sociological perspective, the choice of a Social process is considered to be used by those who have the power and the means of the continuous type with recruiting and promotion only People will be much more to follow corporate standards. Thus, most people judge them to be accepted by In order to be judged on their relevance (JVSVN and Mason, 1986). Social psychology studies the role of personal values to sustain Discrimination in the selection of the general plan review.

References

1. Adler, A. (1982). *Writings on Women and Men, Love and Marriage, and Sexuality*; Heinz Ludwig ANSBACHER; Rowena R. ANSBACHER Paperback, W Norton & Co INC.
2. Adler, A. (1984). *El CARACTER NEUROTICO*, Paperback, PAIDOS IBERICA EDICIONES S A.
3. Harris, H. (2008). *Women's Role in International Management*, //www.sagepub.co.uk.
4. Harzine, A.W. (2010). *International Human Resource Management*, 2/E, http://www.sagepub.co.uk.
5. KORABIK, K, LERO, D. S., & Whitehead, D. L. (2008). *Handbook of work-family integration: Research, theory, and best practices*. Amsterdam: Elsevier/Academic Press
6. RAGIN, Charles C. (1989). *The Comparative Method: Moving Beyond Qualitative and Quantitative Strategies*, Paperback - Mar. 28.
7. ROSENER, J. Nov./Dec. (1990). *Ways women lead*. HARVARD BUSINESS REVIEW, 119-125.
8. Sharma, R. C. (1999). *Networked distance education in India*. Indian Journal of Open Learning, 8(2), 147 – 156.
9. Solomon, C. (1990). *Careers under glass*. PERSONNEL JOURNAL, April, 97-105.
10. Vinkenburg, C.J., Jansen, P.G.W., KOOPMAN, P.L. (2000), "Feminine leadership – a review of gender differences in managerial BEHAVIOUR and effectiveness", in Davidson, M.J., Burke, R.J. (EDS), *Women in Management – Current Research Issues*, Sage, London, Vol. 2.
11. Wentling, R. (1992). *Women in middle management: Their career development and aspirations*. BUSINESS HORIZONS, 35(1): 47-54
12. Adler, A. (2002). *The Internationalization of Work. Optimizing Adaptation of Employees to a Global Economy. A Multidisciplinary Study of the Expatriation and*
13. *Repatriation Process*. In: Selmer, J. (ed.) *Proceeding of the First International Conference on Expatriate Management*. Hong Kong: Hong Kong Baptist College.
14. Black, J. (1988). *Work Role Transitions: A Study of American Expatriate Managers in Japan*. Journal of International Business Studies 19, 277–294.
15. EAGLY, K. (1987). *Building Theories from Case Study Research*. Academy Management Review 14 (4), 532–550.
16. CALIGIURI, P., and TARIQUE, I. (1999). *Training and Development of International Staff*.
17. HARZING, A. and Van RUYSEVELDT, J. (ed.) *International Human Resource Management*. 2nd ed. London: Sage, 283–306.
18. GUZZO, R. Noonan, K. and ELRON, E. (1994). *Expatriate Managers and the Psychological Contract*. Journal of Applied Psychology 79 (4), 617–626
19. Harris, H. (2008). *Women's Role in International Management*, //www.sagepub.co.uk.
20. Harris, H. and Brewster, C. (1999). *A. International HRM: The European Contribution*. In: BREWSTER, C. and Harris, H. (eds.) *International HRM: Contemporary issues in Europe*. London: ROUTLEDGE
21. Harris, H. and Brewster, C. (1999). *b. A Framework for Pre-departure Preparation*. In: Brewster, C. and Harris, H. (eds.) *International HRM: Contemporary issues in Europe*. London: ROUTLEDGE.
22. Harris, H. and Brewster, C. (1999). *c. The Coffee-machine System: How International Selection Really Works*. The International Journal of Human Resource Management 10 (3), 488– 500.
23. Harris, H. Brewster, C. and Sparrow, P. (2003). *International Human Resource Management*. London: Chartered Institute of Personnel and Development.
24. HARZINE, Anne- WIL. (2010). *International Human Management*, 2/E, http://www.sagepub.co.uk.
25. Harvey, M. (1995). *Dual-career Couples during International Relocation: The Trailing Spouse*. International Journal of Human Resource Management 9 (2), 309–322.
26. HEILMAN, E. (1989). *Beyond Culture*. New York: Anchor Books/Doubleday.
27. KORABIK, K., LERO, D. S., & Whitehead, D. L. (2008). *Handbook of work-family Integration : Research, theory, and best practices*. Amsterdam: Elsevier/Academic Press.
28. KORABIK, K. (1990). *The Prediction of Psychological and Socio-cultural Adjustment During Cross-cultural Transitions*. International Journal of Intercultural Relations 14 (4), 449–64.
29. LINON, S. and Walsh, J. (1997). *The Effects of Acculturation on Commitment to the Parent Company and the Foreign Operation*. International Business Review 6 (5), 519–535.
30. Marshall, R. (1984). *International Management: Cross-cultural Dimensions*. 2nd ed. Oxford: Blackwell Publishers.
31. Mendenhall, M. Dunbar, E. and ODDOU, G. (1985). *Expatriate Selection, Training and CAREER PATHING : a Review and Critique*. Human Resource Management (26), 331–345.

32. OLC,(1997). The World FACTBOOK. <https://www.cia.gov/library/publications/the-worldfactbook/geos/ch.html>.
33. PAWELL, S.(1988). Coping Behaviors and Managers' Affective Reactions to Role Stressors. *Journal of Vocational Behavior* 24, 179–193.
34. RAGINS , Charles C.(1989). *The Comparative Method: Moving Beyond Qualitative and Quantitative Strategies* ,Paperback - Mar. 28.
35. ROSENER, J. Nov./Dec.(1990). Ways women lead. *HARVARD BUSINESS REVIEW*, 119-125.
36. SCHEIN,K.(1983). The Dimensions of Expatriate Acculturation: A Review. *Academy of Management Review* 10 (1), 39–47.
37. Sharma, R. C. (1999). Networked distance education in India. *Indian Journal of Open Learning*, 8(2), 147 – 156.
38. Sing, J. 2000. Cross-cultural Training and Expatriate Adjustment in China: Western Joint Venture Managers. *Personnel Review* 34 (1), 68–84.
39. Solomon, C.(1990). Careers under glass. *PERSONNEL JOURNAL*, 97-105.April
40. Sparrow, P. Brewster, C. and Harris, H.(2004). *Globalizing Human Resource Management*. London: ROUTLEDGE
41. VINKENBURG ship – a review of gender differences in managerial behavior and effectiveness", in Davidson, M.J., Burke, R.J. (EDS), *Women in Management – Current Research Issues*, Sage, London, Vol. 2.
42. WENTLING, R. (1992). Women in middle management: Their career development and aspirations. *BUSINESS HORIZONS*, 35(1): 47-54
43. White H.(1995). Sojourner Adjustment: The Case of Foreigners in Japan. *Journal of Cross cultural Psychology* 26 (5), 523–536.