UAB
Universitat Autònoma
de Barcelona

Study Abroad
Programmes
Universitat Autònoma
de Barcelona

# Women, Leadership and Management:
# A Contemporary View on Gender in Business.

**Course contact hours**: 45
**Recommended credits:** 6 ECTS – 3 US
**Language:  English**

## Prerequisites

Fluent English.

## Objectives and Contextualization

The last three decades have seen dramatic rises in the employment rates of women in the global workplace. However, pronounced gender differences remain in terms of women and men's contribution to the labor market. Despite over 30 years of equal opportunities legislation in Spain, campaigns and initiatives, evidence suggests that women continue to face difficulties in career advancement and when they do advance have their managerial, leadership and entrepreneurship skills questioned.

This course takes an indepth look at the intersections between leadership, entrepreneurship, and gender. Beginning with core theories of leadership and entrepreneurial dynamics, it contextualizes the challenges and opportunities of modern leadership roles. The course then transitions to a focused examination of gender dynamics in leadership, highlighting barriers, strategies, and innovations that shape women's experiences in management. Through interdisciplinary perspectives, students will gain critical tools to analyze, reflect on, and develop inclusive leadership approaches suited for global, diverse environments.

Theories from diverse disciplines of social science (sociology, economics, management, organizational science and anthropology) and with different focuses (gender, power, identify formation, verbal and nonverbal communication, perception and leadership) will form a foundation for understanding the contemporary narratives that impact women who seek or hold positions of authority.

**Course Objectives:**
By the end of this course, students can:

- Analyze leadership characteristics and align them with business functions, understanding how gender influences leadership styles.
- Compare and contrast leadership approaches between men and women, including transformational and transactional styles.

UAB
Universitat Autònoma
de Barcelona

Study Abroad
Programmes
Universitat Autònoma
de Barcelona

- Evaluate the communication benefits and challenges of leadership approaches traditionally associated with women, as well as androgynous styles.
- Assess the status of women in leadership across various industries and countries, articulating reasons for the underrepresentation of women in senior positions.
- Identify strategies for enhancing workplace diversity and apply leadership styles to specific organizational contexts.
- Understand the perspectives of diverse women leaders and recognize future challenges they may face.
- Examine the impact of societal attitudes and biases on gender issues in the workplace and propose solutions to address these challenges.
- Advocate for strategies that support the advancement of women in leadership.

## Competences

- Understand leadership theories and gender influence: students will gain knowledge of various leadership theories and how gender shapes leadership styles and effectiveness.
- Analyze gender stereotypes and identify biases: students will critically examine the impact of gender stereotypes and biases on leadership roles, with a focus on challenges faced by women.
- Overcome leadership barriers: students will learn strategies to identify and overcome barriers such as discrimination and the glass ceiling, supporting female leadership.
- Explore women in entrepreneurship and innovation: students will study the challenges and opportunities for women in entrepreneurship, applying leadership principles to different business contexts.
- Develop global and cultural awareness: students will explore global gender equity initiatives and understand cultural factors that affect women leaders worldwide.

## Learning Outcomes

1. Understand and contextualize the foundational concepts of leadership across organizational and entrepreneurial domains.
2. Identify key leadership characteristics and align them with specific business functions and roles.
3. Evaluate the effectiveness of individual leadership styles in different situations or environments.
4. Analyze the status of women in leadership roles across different industries, and articulate reasons for their underrepresentation in senior positions.
5. Utilize leadership concepts and apply them to a contemporary business or societal problem.
6. Expand your leadership toolkit with insights from pioneering research and proven strategies tailored to women in leadership.
7. Interpret the perspectives of diverse women in leadership positions and predict future challenges they may face.

8. Enhance self-awareness and embrace self-reflection as you explore your unique leadership style, experiment with innovative approaches, and strengthen your capacity for personal and professional growth.
9. Cultivate the confidence, resilience, and mindset needed to lead transformative change in uncertain times, while challenging systemic barriers.
10. Design a personalized, actionable plan for implementing your leadership insights, including strategies for engaging with your sponsor and championing gender equity in organizations.

## Content

**Module 1: Introduction to Leadership and Entrepreneurship**
Learn basic ideas about leadership and entrepreneurship.
Start to think about how gender affects leadership and entrepreneurship.

**Module 2: Foundations of Women and Leadership**
Understand why there are fewer women leaders and what holds them back.
Learn about the "glass ceiling" and why some now use "labyrinth" to describe the challenges women face.
Explore the history of women in leadership, from early pioneers to leaders today.
Challenge common beliefs and biases about women leaders.

*Introduction to Leadership and Gender*

Gender and Leadership Theories
The Gender Leadership Gap.
How has leadership changed over time?

*Historical Perspectives and the Evolution of Leadership Roles*
The roles women have played in leadership throughout history.
Stories of early female leaders.
How women's leadership roles have changed.

**Module 3: Gender and Leadership Styles**
Explore different ways people lead and if men and women lead differently.
Analyze what makes leadership effective today.

*Leadership Traits and Styles*
What are the traits of a leader?
What are transformational and transactional leadership styles?
How does gender influence leadership?

*Understanding Leadership Styles and Effectiveness*
How do leaders adapt to different situations?
What makes a leader effective?
Are there real differences in how men and women lead?

**UAB**
Universitat Autònoma
de Barcelona

**Study Abroad
Programmes**
Universitat Autònoma
de Barcelona

## Module 4: Barriers to Leadership

Learn about the challenges women face in becoming leaders, like discrimination and bias.
Understand the "credibility gap" and why it's harder for women to be seen as leaders.
Find out how successful women have overcome these challenges.

*Discrimination and Bias in Leadership*
What is the credibility gap?
How do discrimination and bias show up in leadership?
What psychological barriers do women face?

*Overcoming Barriers and Achieving Success*
Strategies to fight discrimination.
How to build credibility as a leader.

## Module 5: Women in Entrepreneurship and Influencers

Discover what it's like for women to start and lead businesses.
Learn about the challenges women face in entrepreneurship, like getting funding and building networks.
Explore how social media influencers use leadership to shape opinions and trends.

*Women in Entrepreneurship*
What challenges do women entrepreneurs face?
How do women fit into the business ecosystem?

*The Role of Influencers in Leadership*
How do social media influencers lead?
How do popular female influencers impact society?
What does leadership look like in the digital age?

## Module 6: Global Perspectives, Sports, and Future Directions

Look at women leaders and entrepreneurs in sports around the world and how culture affects them.
Learn about global efforts to support gender equality.
See how women in sports are changing leadership and driving social change.

*Global Initiatives for Gender Balance*
Women leaders in different countries.
How culture shapes leadership.
Projects and programs for gender equality.

*Women in Sports and Leadership*
Women leading in sports.
Overcoming gender barriers in athletics.
How female athletes influence society.

*The Future of Women in Leadership*
New trends in women's leadership.
What's next for women leaders?
How to keep making progress.

## Methodology

Classes will be conducted in seminar format promoting student participation. The methods of instruction include class discussions, individual and team projects, demonstrations and student hands-on activities. We will work with the following tools:

- Lectures
- Flipped classroom
- Case studies
- Role-playing

## Activities

Directed (45 hours):

| | |
|---|---|
| Class sessions (practice) | 24 hours |
| Class sessions (theory) | 15 hours |
| Assessment | 6 hours |

Supervised (15 hours):

| | |
|---|---|
| Team Project | 15 hours |

Autonomous (90 hours):

| | |
|---|---|
| Reading and research | 35 hours |
| Exercises and activities | 30 hours |
| Team project | 25 hours |

## Assessment  Activities

| | Weight (%) | Self Learning approx. | Learning Outcomes |
|---|---|---|---|
| **News review (individual)**<br><br>**Involves critical analysis of readings, short essays on leadership effectiveness, and reviews of leadership theories.**<br>**Most to be completed in-class** | 10% | 8h | **1, 2, 3, 5, 7** |
| **Mid-term exam** | 10% | | **1,2,3** |

| | | | | |
|---|---|---|---|---|
| Case studies and assignments (individual)<br><br>Analysis of real-world case studies of women in leadership, assessing the application of leadership concepts to business challenges. | 25% | 15h | | 1, 2, 3, 4, 5, 6, 8, 10 |
| Project and presentation (group)<br><br>Research Paper and analysis | 20% | 20h | | 4, 5, 6, 7, 8, 9, 10 |
| Final exam | 15% | | | 1-10 |
| Participation (individual)<br><br>Engagement in class discussions and reflection papers, focusing on key leadership concepts, industry analysis, and self-reflection. | 20% | 12h | | 1, 3, 6, 7 |

# Bibliography

American Association of University Women (AAUW). (2020). *The status of women in leadership*. AAUW. Online. Available. < https://files.eric.ed.gov/fulltext/ED585546.pdf >.

Eagly, A. H., & Carli, L. L. (2007). *Through the labyrinth: The truth about how women become leaders*. Harvard Business Review Press.

Groves-Williams, Leslie (2024). *The Gender-Responsive Leader's Handbook,* Sandö: Folke Bernadotte Academy.

Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE Publications.

Ross Arguedas, A., Mukherjee, M., & Nielsen, R. K. (2024). *Women and leadership in the news media 2024: Evidence from 12 markets*. Reuters Institute for the Study of Journalism

Sandberg, S. (2013). *Lean in: Women, work, and the will to lead*. Knopf.