

# **Homework One**

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### Homework One

In many contemporary organizations managers recognize that a good team organization helps to give can be the most valuable of their firm's competitive advantage. The top management team (TMT), some call it the "dream team", assembles the best and brightest who are brought together in the hopes that their individual talents will add up to something more than the sum of its parts. (Klenke, 2003)

Research on women in management suggests that women show a greater concern for interpersonal relationships and a reliance on the rules of fairness in the exercise of power whereas men's power orientation is toward maximizing individual gains. However, despite the general assumption that women are more cooperative and relationship-oriented, empirical support regarding the differential use of power by women and men is far from conclusive. It has been argued that women's more cooperative and compliant behavior in power-oriented situations arises from their experience of having to adapt to low-power, low-status positions in organizations and in society in general, not from their gender or internalized gender roles (Kanter, 1977). More recent research indicates that high power managers, regardless of gender, feel more confident, more competitive and achieve high quality outcomes. (Klenke, 2003)

Research shows that men use power to acquire individual gains, while women obtain power by using personal relationships and rules of fairness. However, there is no conclusive information regarding men's and women's disparate use of power. It could be that women do not use power as men do because of women's traditional low-power, low-status positions in organizations and in society in general. Recent studies have shown that those in positions of power, regardless of gender, feel more confident, more competitive, and achieve high quality outcomes. (Klenke, 2003)



Homework One	Word processing	February 18
Homework Two	Spreadsheets	March 10
Homework Three	Database	March 24

References

- Klenke, K. (2003). *Gender influences in decision-making processes in top management teams*. *Management Decision*, 41, 10, 1024-1034. Retrieved January 30, 2008, from Emerald Fulltext and Management Reviews database.