

Contents

I. List of abbreviations	4
II. List of figures	4
III. List of tables	5
Acknowledgements	6
1. Introduction.....	7
1.1 Relevance and context.....	7
1.2 Problem statement and research objectives	9
1.3 Structure of the thesis	11
2. Female TMT presence and role conflicts of women in management positions.....	14
2.1 Traditional perspectives: Upper Echelons and the TMT as foundation	14
2.2 New approaches: integration of the gender perspective to TMT literature	19
2.3.1 General research on stereotypes and their function.....	23
2.3.2 Gender stereotypes, manager stereotypes and role conflicts for women..	25
Interim Conclusion I	33
3. Empirical Research I: public perceptions of female TMT members	36
3.1 Research design	36
3.2 Data collection and analysis	38
3.3 Findings.....	45
3.4 Discussion	57
Interim Conclusion II	62
4. Empirical Research II: role conflicts decrease, and TMT perceptions change	64
4.1 Research design and method	64
4.2 Data collection and analysis	66
4.3 Discussion	78
5. Discussion	86
5.1 Model for processing role conflicts which leads to TMT perception changes ..	87
5.2 Theoretical implications	91
5.3 Management implications.....	97
5.4 Boundary conditions and future research.....	100
6. Conclusion.....	104
Bibliography	108
Appendix.....	127