A PROFILE OF TELEVISION GENERAL MANAGERS THROUGHOUT THE UNITED STATES 1992

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INTRODUCTION

General

From embryonic development of the television camera tube in 1923[1] to broadcasting in 1991, television's growth in the United States has been well documented. Today, it is one of the world's most powerful forces and a popular career choice for young adults.

As recently as 1990, an estimated 33,331 students across America earned undergraduate degrees in journalism and mass communications,[2] some with the intent of becoming future television station managers. However, because of the competitive nature of the television industry, many graduates have been unable to obtain jobs at commercial television stations. Even fewer will progress to the level of general manager. Of the 133,500 people employed nationwide by commercial television stations in 1991,[3] only 1,144 achieved the position of general manager.[4] Who, then, are the managers of this persuasive medium? How long have they worked to get to their position? What is their background?

Because of the rapidly-changing television environment, it is important to study what characteristics and qualities are common in general managers in 1992. This study examines important demographic and psychographic information from current general managers across the United States and, with that information, forms a profile of television general managers of 1992.

Background

In 1925, Charles Francis Jenkins conceived the idea of combining photography, optics and radio using a scanning disk and vacuum tube amplifiers to create a picture which could be transmitted.[5] Five years later, Philo Farnsworth won a patent for electronic television, signaling the start of a new era of communication in America. By 1992, 1,144 commercial VHF and UHF television stations were in operation in the United States, attracting the attention of millions of viewers each day.[6]

Before World War II, television was little more than a novel "toy" for experimenters. During the early 1930s, experimental stations signed on the air. Then, in 1939, as the World's Fair was opening in New York, the first regular commercial television broadcasts were begun in New York City.[7]

Nearly all managers of television in the early years were drawn from radio. Television, as a result, borrowed most of its attitudes from radio management. Television management, in many ways, mirrored radio management. Television management differed from radio management in that there was no formal training for early managers. Most television managers learned their skills on the job, whereas radio managers could be trained and generally had knowledge of their medium prior to becoming managers.[8]

Soon, technological advances began to accelerate the growth of television. Within a decade of television's debut, "live" broadcasts began to emerge. Emphasis on television advertising began to escalate. Managers were expected to adapt to these changes. From 1980 - 1990, new production capabilities, computerization within the industry and the growth of cable broadcasting had created new demands on television managers. As a result, station managers had to develop new skills to remain effective in the industry, including personnel psychology, research analysis and image promotion.[9]

Statement of the Problem

To date, there is little research on the demographic and psychographic makeup of television general managers. Recent literature reviews have yielded few details and, because of the ever-changing nature of the television industry, up-to-date data on general managers are limited.

Purpose

This study was designed to collect the latest demographic and psychographic information from specific television general managers. The data collected will provide a better and more accurate picture of the television general manager of 1992. Because of the rapidly-changing nature of the television industry, this study suggests and encourages future research in this area.

Objectives

Due to a lack of available information about current television general managers, the following research objectives have been formulated to guide this study. This study will determine:

- Demographic characteristics of general managers.
- Career longevity of current general managers.
- Educational backgrounds of current general managers.
- Previous professional experience of general managers.
- Similarities and contrasts in attitudes of general managers with regard to employment activities.
- What experience and/or education is considered most beneficial by general managers.
- What problems in television during 1992 are perceived by general managers as most serious.

- General managers' opinions on what is perceived to be the most serious problem facing television by 1995.

Methodology

A stratified random sample of 396 commercial VHF and UHF television station managers was the basis for this study. It was important to note that no public education, religious, Spanish-speaking or low-power television stations were included in this study. A mail survey included general managers of small-, medium- and large-market commercial broadcast stations.

The number of small-, medium-, and large-market managers included in this study was proportional to the number of small-, medium- and large-market stations in operation nationwide. The survey was completed in September 1992.

Significance of the Study

This study will benefit students, educators and professionals by giving detailed information on general managers of television stations in 1992. It will also be one of the few sources containing up-to-date information on general managers.

The study will benefit students interested in knowing more about television general managers. The information obtained from general managers can help students choose courses of study which current managers say are of greatest value for those in pursuit of future management positions.

General managers' preferences for work experience will give students and professionals some idea of the jobs considered most relevant for future managers.

Additional information on the age, race, ethnicity and tenure of general managers will help identify the general manager of 1992.

Limitations/Assumptions

This study does not include every television general manager in the United States. Rather, it focuses on the managers of 396 television stations throughout America. This study also does not include public education, religious, Spanish-speaking or low-power television stations. Only those designated as full-power commercial VHF or UHF stations are included.

Because of the ever-changing nature of the television industry, it is anticipated that the data collected through this study may not remain accurate very long.

It is assumed that general managers receiving the survey will answer all questions honestly and accurately and the person intended to receive the survey will receive it. Also, this study assumes all managers will complete their survey and return it for processing.

Outline

Chapter II will include a brief history of television as well as an overview of the theories of management. Chapter II will also include information on the emerging role of the television general manager.

Chapter III will describe sampling, research methodology, data collection and analysis.

In Chapter IV, data from returned questionnaires will be tabulated, reported, and analyzed.

Chapter V will include a summary of the findings of this study and conclusions as a result of the study, and recommendations for further research.

CHAPTER II

REVIEW OF THE LITERATURE

Sixty years ago, television was little more than a dream shared by engineers in the laboratory, and cable television was not even a concept.[10] However, in less than six decades, broadcasting has become one of the world's most prolific developments, commanding the attention of millions of viewers worldwide each day. From the first transmission of visual pictures in 1931[11] to the development and implementation of digital video compression technology in 1992,[12] television boasts of growth unprecedented since its inception.

Paul Nipkow, a German experimenter, is the first to have tested the idea of "video" as we know it today. In 1884, Nipkow began a process of sorting out light from a picture so that it could make images that could be carried by wire.[13]

Shortly after the turn of the century, Vladimir Zworykin and Philo Farnsworth began work that would eventually change the world. Zworykin, a Russian developer, used his doctoral research to develop the theory of the iconoscope, a camera tube able to pick up visual images. In 1923, he filed for a patent on it; the patent was issued to him in 1928.[14]

During this same time, Farnsworth was developing his own system of electronic television that grew out of his childhood interest in electronics.[15] Farnsworth's interest in electronics started at a young age. Working his way through college doing radio repair, he met George Everson, a professional fundraiser. Farnsworth shared his ideas about television with Everson, who then convinced Farnsworth to move to California to work on a new transmission system.[16]

In 1927, Farnsworth began transmitting pictures. He subsequently applied for an electronic television patent, which took the RCA Corporation by surprise. RCA attorneys contested the application, but Farnsworth got his patent in 1930.[17]

From these auspicious beginnings Zworykin and Farnsworth, working separately, developed their television systems to the point they could transmit pictures with 240 scanning lines by 1933. However, both required mechanical scanning using the Nipkow disk at the receiving end.[18]

By 1935, another pioneer in the development of television, David Sarnoff, expanded on the work of Farnsworth and Zworykin. Sarnoff, President of RCA, proposed that the Federal Communications Commission adopt standards for television and allocate spectrum space needed to expand television's presence in the United States. Almost simultaneously, Sarnoff announced that RCA was prepared to invest millions in television program demonstrations.[19]

Instead of approving RCA's system of transmission as the industry standard, the FCC took its time and conducted public hearings on the issue of television transmission standards.[20] The hearings lasted more than a year. This action by the FCC eventually delayed RCA in its attempt to gain an electronic television patent.[21]

It did not take long for the idea of television transmission to become popular. As early as 1937, 17 experimental television stations were in operation and the networks were aggressively pursuing technological developments to show the public that television was on its way.[22]

In 1938, CBS built the first television studio at Grand Central Station in New York City. NBC, not to be outdone, demonstrated television publicly during the 1939 World's Fair in New York, showing an episode of Amos 'n Andy. During that same year, NBC began the first regularly scheduled broadcasts for the public during a two-hour period each week. Programs were carried under experimental authorization from the FCC using the Zworykin television system that by this time had 441 scanning lines.[23]

By 1940, the FCC began discussion on how to license television. Five-hundred-twenty-five scanning lines and 30 complete scannings of a picture each second (i.e., 30 frames per second) were adopted as industry standards, based on recommendations made by a group of equipment manufacturers known as the National Television System Committee.[24]

On July 1, 1941, the FCC officially approved commercial television.[25] Soon, the first station application was filed by the Journal Company of Milwaukee, whose station became known as WTMJ-TV. By the end of the year, six stations received licenses to begin operation.[26]

World War II caused disruption in television's development. During this time, no new television sets were sold[27] and production of consumer electronics came to a halt.[28]

Though the war slowed TV sales, engineers for CBS Labs (a division of CBS) remained busy developing a transmission system that could transmit better pictures than had been possible previously. By 1946, CBS asked the FCC to replace the monochrome sytem of transmission with their new colorized system. But the FCC denied CBS' request, suggesting that a switch to the CBS color system would make previously built television sets obsolete and would require moving all television to another portion of the spectrum.[29]

Resumption of station licensing after the war did not necessarily mean immediate growth for television. Shortages of materials made it difficult to build stations or manufacture television sets. Investors were also hesitant as to whether the FCC would alter television standards again.[30]

By 1948, the FCC had authorized 124 stations, half of which were on the air.[31] Soon it became evident that 12 VHF channels were not enough to accommodate a national television system. When the FCC realized that 12 channels would not be enough, it stopped processing applications and announced a "freeze" in September of 1948.[32] The freeze allowed the Commission time to study and work out channel allocation problems and plan for the long-term growth of television. The plan designed by the Commission included selection of a universal color system for television, allotment of city-by-city channel assignments, and a sustained effort to utilize the UHF spectrum.[33]

In 1949, the Commission conducted hearings and watched new demonstrations on color sytems. After many months of demonstrations, two systems stood out: RCA and CBS. Both systems were similar with one exception -- CBS was a mechanical system and incompatible with previously built monochrome sets, while RCA's was electronic and compatible with monochrome sets.[34]

In September of 1950, the FCC selected the CBS system, citing its quality as being better. RCA immediately appealed, seeking an order to delay implementation of the color system. The Appeals Court refused to re-open the case and it eventually went to the Supreme Court. In 1951, the Supreme Court heard the case, ruling in favor of the FCC's actions.[35]

CBS immediately began sending sales representatives to stations across the country. The response CBS received on its new system, though, was less than positive. Within a few months, the Office of Defense Mobilization issued a statement that no more metals could be spared for color television. CBS continued to develop its color system, though, in the lab.[36]

The National Television System Committee (NTSC) soon emerged and asked the FCC whether the color system issue could be re-opened if the NTSC could devise a better system of color. The FCC agreed, re-opening the hearings. Within months, the NTSC color system was adopted as the official standard for American television.[37]

In April of 1952, the Commission issued its most significant decision -- the Sixth Order and Report,[38] which gave direction for the future of broadcasting and signaled the end of the freeze. In the report, 2,053 station assignments were created in 1,291 communities. More than 60 percent of the assignments were UHF assignments, opening the door for accelerated growth of UHF stations[39] (see Figure 1).

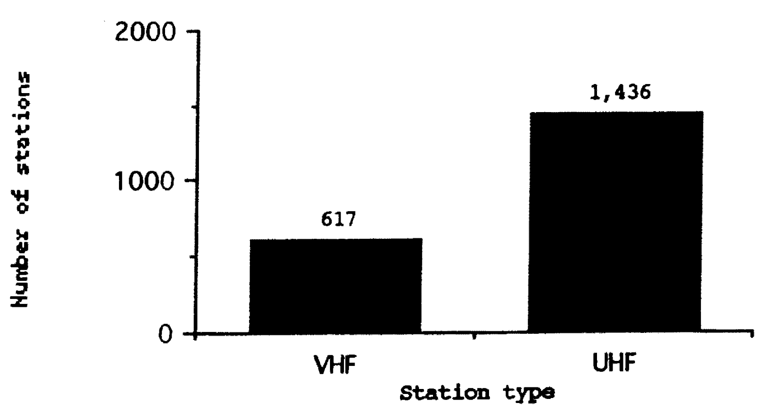

Figure 1. Number of Station Assignments
Sixth Order and Report

Of importance to the growth of the networks during the freeze was their ability to sign up stations. NBC benefited most by signing up the maximum number of pioneer VHF stations permissible. CBS did not sign up the maximum number of stations during the freeze but got help when ABC merged with Paramount, causing it to give up a station in Chicago, which CBS got. It was not until the mid-1960s that ABC caught up with NBC and CBS in terms of station clearances and billing.[40]

The first big "post-freeze" disappointment was the inability of UHF stations to attract viewers. After the freeze, interest in UHF television soared. In 1952, when the freeze was lifted, there were three UHF stations in operation. Within two years, there were 116. Due to their inability to attract audiences, though, UHF stations began having financial difficulty. As a result, the number of UHF stations dwindled to 76 by 1960.[41] (Figure 2).

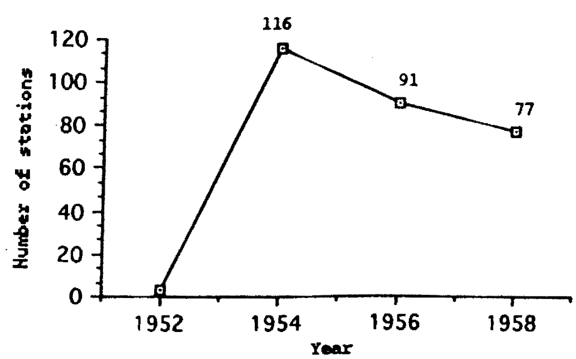

Figure 2. Number of UHF Stations following FCC "Freeze"

Part of the UHF problem during the 1950s was that viewers had to use a special converter box to pick up a signal comparable to that of VHF stations. [42]

To solve the UHF problem, the FCC first considered changing the multiple ownership rules. In 1954, the Commission changed the ownership limit from five to seven stations, with a provision that not more than five of the seven could be VHF stations. This was an open invitation for networks to acquire UHF properties.[43]

The first network to acquire UHF stations under the new rules was NBC. NBC attempted to broadcast on a UHF station in Buffalo, but failed. Within three years, NBC agreed to give the studio and transmitter to an educational television council in Buffalo.[44]

The second step in solving the UHF dilemna was initiating a process called deintermixture. The FCC moved to deintermix some of the mixed markets (markets with both UHF and VHF stations operating) by making them either all-UHF or all-VHF.[45] The idea here was that if a market had only UHF stations, viewers would have to tune in. In theory, the idea sounded plausible -- but it did not work.[46] Although the Commission devoted a great deal of time to deintermixture, it was never a solution to the UHF problem in the 1950s. Not until implementation of the Communications Act in 1964 would the UHF problem be solved.[47]

The end of the "freeze" year also signaled the beginning of a new type of television transmission. Programs were now being brought to viewers by means of a "community antenna," typically located on a high point in various cities. Programs received by the antenna were then distributed through towns by cable.[48] This marked the beginning of cable television.

During the 1950s, cable television grew to include a considerable number of viewers throughout the country. Broadcasters soon became concerned and sought to protect their interests. By the end of the 1950s, the FCC indicated the importance of the problem to Congress and urged that legislation be passed clarifying who regulated cable television.[49]

As the 1960s began, the FCC continued to experiment with deintermixture. In April of 1960, the Commission deintermixed the Fresno, California, market, where a VHF station had already been on the air. In essence, the FCC deleted the VHF channel (Channel 12) from its channel assignments.[50]

The FCC continued to attempt deintermixture in several other markets. Broadcasters quickly became concerned and put more pressure on Congress. Congress discussed the problem with the FCC. The Commission said it would drop its deintermixture effort if Congress would pass an all-channel receiver bill.[51]

In 1962, the Communications Act was amended to give the FCC power to require that all television sets sold in the

United States include the UHF tuner. Since 1964, all television sets have had to comply with the all-channel requirement. This also helped end the biggest problem facing UHF broadcasters.[52]

The growth of color television began in the 1960s.[53] NBC was the first to experiment with color programming, doing so in the early 1960s. Then, in 1965, a study was conducted, revealing that color television homes preferred color programs over black and white programs to a significant degree.[54] Shortly after the study was published, CBS announced plans to begin broadcasting programs in color. ABC followed with color programs a year later.[55] By the 1965-66 season, the program schedules of the three major networks were predominantly in color. At the same time, the cost of color television sets fell to around $500, signaling the start of rapid growth for color television in the United States.[56]

The 1970s and 1980s were characterized by tremendous growth in cable television. In 1970, nearly 2,500 cable systems, serving an estimated 5.5 million homes, were in operation.[57] By 1975, cable operators had found a way to increase revenues by offering pay-cable services like Home Box Office, showing movies 24 hours-a-day.[58]

The next major advancement in broadcasting came in 1976 when Ted Turner launched a national cable station, WTBS in Atlanta, via satellite delivery to cable systems. When first launched, WTBS reached only 24,000 households nationwide. Within 10 years, though, WTBS' audience grew to more than 58 million homes.[59]

By the mid-1980s, a variety of new cable networks developed, including The Nashville Network, Arts and Entertainment Network, Lifetime, USA, American Movie Classics, The Discovery Channel, Nickelodeon, C-Span, The Playboy Channel, Cinemax, Showtime, The Movie Channel and The Disney Channel.[60]

As a result of these cable network births, channel capacities on local cable systems became limited by the late 1980s. New cable services had difficulty finding space on the dial. By the late 1980s, about two-thirds of all cable subscribers had systems with 53 or fewer channels.[61]

The proliferation of cable throughout the 1970s and 1980s resulted in serious audience erosion of the major broadcast networks. ABC, CBS and NBC saw collective primetime shares drop to 63 percent of total viewing audiences by the 1990-91 season. To further complicate matters, by the 1990-91 season, the five-year-old Fox Network had commanded the attention of 11 percent of the primetime viewing audience.[62]

The increase in broadcast competition in the 1980s meant leaner methods of operation for the major broadcast networks, their local affiliates and independent stations. As late as 1992, many stations continued to down-size their staffs in an attempt to combat a weak national economy and sweeping decreases in network compensation paid to local station affiliates.[63]

In 1992, major changes took place, including passage of the cable re-regulation bill, passed overwhelmingly by the United States House of Representatives in July.[64] Other issues, such as the Prime Time Access Rule, Syn-Fin guidelines, multi-plexing, and rules allowing local telephone companies to distribute programming remain important topics within the television industry. The broadcast landscape has been one of constant technological change over the past 60 years and the future seems destined to continue this trend.

Tracing Modern Management Thought

Though many might consider the idea of management a rather new custom, the practice of management evolved several thousand years ago. Egyptians, Romans and the Chinese were classic examples of the management process at work. The Egyptians built pyramids, Romans built roads and the Chinese erected the Great Wall, all which typify management in action.[65] Authors Don Hellriegel and John Slocum assert that "management occurs whenever there is effort consciously directed toward the attainment of a goal by individuals." The central idea of management is to make every action or decision help achieve a carefully chosen goal.[66] To understand current management concepts and practices, it is necessary to become familiar with the evolution of management thought, which includes classical, behavioral and management science theories.

Classical management embodies three management concepts -- scientific management, administrative management, and bureaucratic management.

Frederick Taylor, known as the father of scientific management, developed a theory focusing on increasing employee productivity. The principles of his theory included an analysis of jobs to determine the most efficient way to do each particular job, the use of scientific methods to select employees best suited to do a particular job, employee education, training and development, and equal division of responsibility between managers and workers, with decision-making falling on managers.[67]

Henry Fayol is responsible for development of the administrative theory. Rather than focusing on individuals like Taylor did, Fayol considered the organization as a whole to be more efficient.[68] Fayol was the first to set up managerial activities, which included thinking about the future and developing a plan for it, organizing the resources necessary to make an organization function properly, commanding each unit of the organization so it contributes to the organization, coordinating activities allowing the organization to operate, and controlling by taking action to correct errors or weaknesses in the organization when needed.[69]

Fayol created 14 principles to carry out these functions. They included division of work, authority, discipline, unity of command and direction, centralization, order, equity, initiative, stability of personnel, remuneration of personnel, subordination, scalar chain and espirit de corps. Fayol warned that these principles must be flexible and adaptable to changing environments.[70]

Max Weber, a German sociologist, felt that bureaucratic management was the best organizational model. Weber's bureaucratic model advocated a strict division of labor, where management told workers what to do at all times for the good of the company. Also, there was a clearly defined hierarchy of authority, where work was assigned according to rank and all workers were responsible to a higher office. Third, Weber's model thrived on rules. He theorized that rules were the staple of any organization. Rules would govern the workplace and outline a person's responsibilities. He conceived that all relationships within an organization were impersonal and decisions were not based on relationships, but for the good of the company. Weber believed promotion within an organization should be based on seniority, emphasizing that workers "are protected from arbitrary judgements by management because of the special skills they possess."[71]

The common denominator present in each of the classical theories is that workers are "motivated chiefly by money and require a clear delineation of their job responsibilities and clear supervision if work is to be effective and efficient."[72]

During the 1930s and 1940s, a new movement began to emerge, which rejected the views of earlier classical theorists. Charles Barnard theorized that an effective organization involved the coordinated efforts of two or more people. In order for workers to achieve maximum productivity, each worker had to first satisfy his or her own needs. The chief challenge for managers was to determine how to satisfy the individual needs of workers while at the same time improving efficiency within the organization.[73]

Perhaps the most notable contribution to the behavioral school of thought came from Elton Mayo. Mayo researched employee productivity by studying and analyzing the factors that influence productivity. After experimenting with different light levels while employees worked, Mayo theorized that purely physical factors did not always influence worker productivity. Out of Mayo's experiments was born the *Hawthorne Effect*, which states that "when managers pay special attention to employees, productivity is likely to increase, despite a deterioration in working conditions."[74]

Psychologist Abraham Maslow soon followed Mayo, developing his own "hierarchy of needs." He theorized that all humans have certain basic needs which serve as motivators, including physiological needs like food, shelter and clothing, protection against danger, a feeling of acceptance and belonging with others, recognition and a feeling of self-esteem, and feelings of self-actualization and self-realization.[75]

When one need has been satisfied, it no longer serves as a motivator. He noted that different humans have different needs, depending on which level they work within an organization. If a person can work up Maslow's hierarchy ladder, then the organization as a whole will benefit.

Frederick Herzberg asserted that "employee attitudes and behaviors are influenced by two different sets of considerations -- hygiene factors and motivators."[76] Hygiene factors include the conditions which surround a job, like fellow workers, relationships with others in the organization, etc. Motivators are money, job titles, advancement within the organization, etc. The result of Herzberg's work was the conclusion that employers must satisfy both hygiene factors and motivators to maximize productivity within the work force.[77]

Douglas McGregor re-emphasized the importance of "assumptions about human nature and their effects on motivational methods used by managers" with his Theory X and Theory Y. Theory X proposed that most managers hold on to traditional assumptions about employees (i.e., that employees generally "lack ambition, dislike their work, and are likely to rely on threats and coercion as motivational tools.")[78]

Theory Y took a different approach, asserting that managers assume employees are capable of "seeking and accepting responsibility and exercising self-direction in furtherance of organizational goals."[79]

McGregor felt whichever position management adopted would eventually become a self-fulfilling prophecy for the organization.

By the 1960s, management theory incorporated elements of the classical, behavioral and management science schools. There was no single management method or theory in application. As a result, two contemporary perspectives were developed that integrated some of the views from the three earlier schools. The two perspectives were the Systems Theory and Contingency Theory.

The Systems Theory held that an organization is "a set of objects with a given set of relationships between the objects and their attributes, connected or related to each other and to their environment in such a way as to form a whole or entirety."[80] This system is made up of people, money and materials which are combined to accomplish some purpose.

The Systems Theory affirms there are variables common to all organizations, namely input and output. Input (the people and processes) is converted into output (i.e., goods and services). Feedback is the other variable and informs about the input or output of the organization. Feedback helps management determine whether changes are necessary to attain company goals. The reponsibility of management is to monitor feedback and respond to it. Environmental factors which are outside the organization and beyond its control have an impact on the organization and its operations. Management must monitor environmental trends and events and make changes deemed necessary to ensure an organization's success.[81]

The Contingency Theory states that "principles advanced by earlier schools may be applicable in some situations but not others and seeks an understanding of those circumstances in which certain managerial actions will bring about desired results."[82]

Mary Parker Follett, in the mid-1960s, noted there are "different types of leadership and that different situations require different kinds of knowledge, and the man possessing the knowledge demanded by a certain situation tends in the best-managed businesses, other things being equal, to become the leader of the movement."[83]

Pringle, Starr and McCavitt suggest:

> It is impossible to suggest a style for all managers, including those who manage broadcast stations. What is appropriate for one manager in one circumstance with one group of employees may be quite inappropriate for another manager in another circumstance with a different group.[84]

Television Managers - Their Emerging Role

Management styles and methods for early broadcasters evolved slowly, due in part to the many technological changes in television during its first 10 years.

The first television managers were drawn from radio and, likewise, borrowed many radio management philosophies.[85] During the early years of television, no formal training was available for aspiring managers. As a result, early stations were administered by people that had been successful in other business enterprises.[86]

According to Quaal and Brown, obvious trends give clues to the roots of broadcast managers through the years. "Whereas top management in the 1930s and 1940s included former entertainers from show business and on-air broadcasting, in the 1950s and 1960s successful sales personnel assumed increasingly greater roles. And in the 1960s and 1970s personnel with legal backgrounds began to emerge into the administrative ranks."[87]

Early managers learned the television business through trial and error. Quaal and Brown stated that, in most cases, "errors made by early managers were errors of ommission rather than commission."[88]

According to Robert Hilliard, early management was characterized by "aggressiveness, assertiveness, ambition and assiduousness." However, as the race for advertising clients, viewers and programming intensified, managers soon began to stress achievement, growth and competitiveness.[89]

As television developed, positions were created to handle new operational procedures. The introduction of new technology necessitated the development of particular types of operational skills.[90] Employees at television stations soon became more proficient in a specific area of station operation.

The business of television necessitated that managers become familiar with various operational functions within their stations. Today, broadcast managers are responsible for overseeing a wide scope of functions within their stations,[91] including administrative/personnel duties, legal issues, sales, programming, operations/engineering, promotion, news and employee relations.

The general manager assumes responsibility for day-to-day administrative operation of the station, is the person that determines the policies of the station, and is directly accountable to station owners.[92] Concurrently, the general manager is challenged to balance the private interests of owners with the public interest of viewers.[93] Regardless of a manager's background, organizational experience is essential. The general manager must possess
leadership skills, the ability to influence job productivity, and the patience and wisdom necessary to deal with issues and employers on an individual and group basis.[94]

The general manager spends a great deal of time dedicated to personnel management. According to Hilliard, "knowing when to choose and whom to choose is vital to the bloodstream of any organization. How long to retain, when to promote, and whether to lay off employees must, whatever one's personal preference, serve the goals of the larger organization."[95]

From a legal standpoint, the general manager should have a thorough understanding of communications law, especially Federal Communications law.[96] Most stations retain attorneys from Washington, D.C. that serve as consultants in legal matters and provide stations with timely information and advice.[97] According to Rider, the general manager who has a working knowledge of communications law "is a step ahead of the game."[98]

The general manager must also review, on a regular basis, the performance of his or her station. At license renewal time, the station must promote certain programming concepts, especially community service. It is the general manager who determines what community causes a station will support.[99]

The general manager oversees, along with the sales manager(s), station goals and projections for local, regional, and national sales.[100] As such, the general manager guides the direction of sales at the station. In conjunction with the sales manager, the general manager works out advertising rates and sales policy.[101] Many general managers claim that sales is the most important area of a television station. As Hilliard states, "without sales, no matter how great the programming, how thorough the news, and how exceptional the community affairs, the station will quickly die."[102]

The programming department is one of the most significant parts of a television station.[103] According to Quaal and Brown, "it is the station manager's function to serve as the architect of the station's program framework. He accepts responsibility for the success of the overall program structure of the station." Principally, the general manager is involved in developing a successful program schedule for his or her station.[104]

In many stations, the general manager has primary responsibility for developing a program schedule, while the program director implements the decisions made by the general manager.[105] Programming, more than any other division of station operation, creates a station's image and personality.[106]

Engineering is one area of television station operation in which most general managers are neophytes. As a result, managers rely heavily on their chief engineers to supervise the technical concerns of the station. Quaal and Brown state that general managers often run risks "because of their paucity of technical knowledge in everything from the purchase of equipment and details of operations to the attitudes of engineering personnel."[107]

The general manager must depend on the chief engineer to provide regular maintenance of station operations and supply information and expertise on FCC technical requirements.[108]

Promotion plays an important part in station operation. Most stations delegate promotional work to a promotion director, who reports directly to the general manager. In smaller stations, many times the general manager will assume the primary role in station promotion.[109]

In stations where the general manager is assisted by a promotion director, the promotion director has responsibility for a variety of activities,[110] such as developing a promotion plan, creating audience and sales promotion campaigns, evaluating campaigns, planning and overseeing public service activities, coordinating the station's overall graphic look and maintaining media relations.

Further, the general manager must rely on the promotions director to have a working knowledge of marketing, promotion methods, research, and communications law.[111]

Due to the enormous outlay of finances required to address news, many general managers with news departments find themselves closely tied to this area of station operation. Special attention is given to developing new ways to increase ratings and revenue for news departments. Generally, a news director is responsible for the operation of the news department. The news director reports directly to the general manager.[112]

Employee relations is another important function of the general manager. Good employee relations exist when there is "mutual understanding and respect between employer and employee." This respect grows out of management's manifest concern for the individual needs of staff members. General managers can improve employee relations by using chance encounters with associates to demonstrate signs of caring and interest, which set the tone for employer-employee relations.[113]

In addition to overseeing these areas, Pringle, Starr and McCavitt assert that general managers must execute four basic functions: planning, organizing, influencing and controlling.[114]

Planning includes setting goals and objectives, both short- and long-term, for the station. Managers must make use of three different types of planning: economic, service and personal. Economic planning includes setting financial goals, while service planning involves acquiring programs and developing program lineups best suited for a station's viewing audience. Personal planning involves the objectives of individual employees of the station.[115]

Organizing includes developing structure within the station by designating responsibilities to individuals qualified to carry out those duties. A general manager's success, in large part, depends on his or her ability to match responsibilities with the right type of individual.[116]

Influencing involves the ability to motivate individuals within the organization.[117] Communication is extremely important to the success of both individual goals and station objectives. Training also plays an important part in influencing the station's efficiency. It is the general manager's responsibility to make sure new employees have adequate training to complete their jobs satisfactorily. And finally, the general manager is responsible for making employees feel like they are an integral part of the organization and contributing to their sense of pride in the organization.[118]

Pringle, Starr and McCavitt state that guiding a station toward its objectives requires knowledge and a variety of characteristics.[119] They claim general managers should have knowledge of:

- the objectives of station owners
- management, and the management functions of planning, organizing, influencing and controlling
- business practices, especially sales and marketing, budgeting, cost controls and public relations
- the market, including the interests and needs of the audience and the business potential afforded by area retail and service establishments
- competing media, the sources and amounts of their revenues
- broadcasting and allied professions, including advertising agencies, station representative companies, and program and news services

- station activities and station personnel
- broadcast laws, rules and regulations and other applicable laws, rules and regulations
- contracts, particularly those dealing with network affiliation, station representation, programming, talent, music licensing and labor unions.

There are a number of external factors that influence the degree to which the general manager can be effective in his or her position. They include the licensee, competition, government, the labor force, labor unions, the public, advertisers, economic activity, the broadcast industry, social factors and technology.[120]

Quaal and Brown assert the need for a "genuine philosophy" concerning broadcasting.[121] Television managers are not free from government influence when it comes to managing their operations. Rules and regulations set forth by the federal government have given broadcasters little opportunity to effect the overall system. As a result, the trend toward negative criticism of broadcast managers has become more and more prevalent in recent years.[122]

Past Studies of Media Managers

Past studies of television managers show that community size has greater bearing on general managers' jobs than the region in which a television station broadcasts.[123] The smaller the community, the more likely the manager will be involved in functions like programming.[124]

Charles Winick and John Rider, conducting separate studies of television managers in the late 1960s and early 1970s, revealed that the typical television manager came from a small town. More than 60 percent came from towns with less than 100,000 population.[125]

Winick found that the average television manager was in his early forties, which, at the time (1966), was more than 10 years younger than the typical American business leader. Further, he indicated that television managers had, on average, been in their present position five years and had been working at the same station seven or eight years. Most television managers had been working in broadcasting 12 to 15 years.[126]

Rider discovered education was an important factor in preparation for television management. Three-fourths of all managers had received some college education, while one-sixth had earned college graduate degrees.[127] Winick added that most managers made their decision to enter the communications field sometime in high school or college. Very few, he stated, "drifted" into television.[128]

By the late 1960s, Quaal and Brown reported that station owners had the luxury of choosing managers with significant experience in the business of broadcasting. A manager's background, for instance, might include a graduate or professional degree along with extensive experience in one, or more, area of television.[129]

More than half of the managers surveyed by Winick said they came to their present jobs from another managerial position. About two-fifths came from sales, two-fifths from programming and a small percentage from talent. Also, the typical manager in Winick's study had worked previously at another television station or transferred from a radio station with a television offshoot. Only one-tenth had been at a newspaper, and less than one-tenth had prior experience at an advertising agency or network.[130]

According to Rider, "the manager of a radio station (and this is mostly the case in television) in most cases moves into the position from another administrative job, such as assistant manager, sales manager, program director, or other administrative area. He must have been successful in his job and have produced results from the goals he has been assigned." Additionally, Rider claimed the manager "must be a mature person and able to command the respect of the business community, the general community, and his own station community."[131]

Quaal and Brown added that a broadcast manager usually rises to his position because he has an understanding of the complexity of his industry and has proven that he can guide station personnel and procedures properly.[132]

Rider's findings revealed that general managers read a lot. Nine out of ten managers reported they read magazines of current events.[133] Rider also found that managers tended to take short vacations as a result of the fast-paced environment of the television business.[134]

Studies of television general managers have uncovered interesting personality descriptions, including courageous and adventuresome[135] as well as gregarious and outgoing.[136] According to Rider, a manager "must be interested in people, ideas, his community, and must be thoroughly enthusiastic about the future of broadcasting and mass communications."[137]

As the number of television stations grows, opportunities for managers will expand.[138] Future managers will have to deal with a multitude of complex technical and legal issues, including matters of fairness, equal time provisions, must-carry laws, obscenity concerns, children's programming requirements, cross-ownership rules, future plans for high-definition television and satellite transmission, primetime access rules, syndex protection and low-power television.[139]

Quaal and Brown warned that the increasing intricacies of managerial responsibilities and the probability of rapid technological developments require re-defining the basic duties of managers and the future challenges facing television managers.[140]

As Hilliard states, "in one sense, management of television operations is responsible, as much as any other profession, for the nature of thinking and attitudes of people worldwide."[141] Most evaluators of media today regard television (and radio) as the most powerful forces in the world for affecting the minds and emotions of humankind."[142]

CHAPTER III

METHODOLOGY

General Overview

The purpose of this study is to collect important demographic and psychographic information from current television station general managers. With this information, a more accurate profile of broadcast managers of the 1990s may be formed. The study provides a framework for aspiring broadcast managers through the compilation of employment, educational and personal data. This chapter contains a description of the study, including assumptions, population descriptions, methodology used, data collection and data analysis.

Assumptions

The following assumptions have been made in this study:

1. Current television managers are most qualified to help profile television general managers of the 1990s.
2. Characteristics of current television general managers can be identified through the use of a survey instrument.
3. All participants in this survey will answer honestly and accurately.

4. The person intended will be the one completing the questionnaire.

Population Description

The population for this study consists of current television general managers throughout the United States. A proportional stratified random sample of 396 commercial VHF and UHF station general managers (out of a universe of 940) has been selected for study. This method of sampling has been chosen so that the number of small-, medium- and large-market station general managers selected is proportional to the total number of small-, medium- and large-market stations nationwide.

Respondents will be chosen from commercial VHF and UHF stations on the air in 1992. This study includes all network-affiliated (ABC, NBC, CBS, FOX) and independent commercial VHF and UHF television stations. No public education, religious, Spanish-speaking or low-power (LPTV) television stations have been included. Also, no cable system general managers are included in this study.

General managers of commercial VHF or UHF television stations have been selected because it was believed these individuals could offer the most relevant information in profiling the television general manager of the 1990s. It is important to note that only general managers have been included in this study. No other broadcast professionals, such as operations managers, news directors or chief engineers are included.

Methodology

A mail survey instrument has been determined to be the best means of obtaining demographic and psychographic information from current television general managers.

The survey is divided into three parts. Part I includes employment information, Part II seeks educational data and Part III, personal data. Multiple-choice questions are used extensively in Part I to determine specific employment characteristics of current managers, such as the length of time in current position, managers' area of expertise in television, and affiliation of the station at which managers are currently employed. Open-ended questions are also used in Part I to determine geographic locations of stations and managers' broadcast experience at other stations. One grid question is used in Part I to reveal general managers' previous work experience and opinions about areas of importance within their television station. A Likert scale is also used to solicit information on internal and external employment activities.

Part II of the survey uses open-ended questions to determine the educational background of current general managers, including field of study and colleges or universities attended. One multiple-choice question is used to solicit the level of education attained.

Part III of the survey uses a combination of open-ended and multiple-choice questions to generate demographic data, such as race, religion, order of child birth, marital status, age and gender. Open-ended questions at the conclusion of the survey instrument are helpful in revealing general managers' opinions about serious issues and problems facing television in the 1990s.

A pretest was conducted using a sample of three television general managers. After careful analysis of the responses from the pre-test survey instrument, appropriate changes in the survey instrument were made.

Data Collection

Validated survey instruments were sent through the mail in May 1992 to 396 television general managers throughout the United States. A cover letter introducing the study, along with a pre-addressed, stamped envelope, accompanied each survey instrument. Respondents were encouraged to complete and return survey instruments by May 29, 1992.

Follow-up letters, return envelopes and survey instruments were sent two weeks after the original deadline to small-, medium- and large-market stations in an effort to increase the return rate.

Data Analysis

The principal purpose of this study is to reveal important demographic and psychographic characteristics of general managers to better profile general managers in the 1990s. In addition, the study will help in identifying similarities and/or differences in general managers with regard to employment, education and personal data.

Data from these categories were processed using complex chi square, which assessed relationships between market size and variables such as employment, education and personal data. Null hypotheses were either accepted or rejected by checking results against the table of critical value of chi square, with a confidence level of <.05. Research questions and null hypotheses are stated as follows:

Research Question #1: Is there a significant relationship between market size and the average age of television general managers?

Null Hypothesis #1: No statistically significant relationship exists between market size and the average age of television general managers.

Research Question #2: Is there a significant relationship between market size and gender of television general managers?

Null Hypothesis #2: There is no relationship between market size and gender of television general managers.

Research Question #3: Is there a significant relationship between market size and religious preference of television general managers?
Null Hypothesis #3: There is no relationship between market size and religious preference of television general managers.
Research Question #4: Is there a significant relationship between market size and ethnicity of television general managers?
Null Hypothesis #4: There is no relationship between market size and ethnicity of television general managers.
Research Question #5: Is there a significant relationship between market size and marital status of television general managers?
Null Hypothesis #5: There is no relationship between market size and marital status of television general managers.
Research Question #6: Is there a significant relationship between market size and station affiliation of television general managers?
Null Hypothesis #6: There is no relationship between market size and station affiliation of television general managers.
Research Question #7: Is there a significant relationship between market size and the average number of stations at which television general managers had been previously employed?
Null Hypothesis #7: There is no relationship between market size and the average number of stations at which television

general managers had been previously employed.

Research Question #8: Is there a significant relationship between market size and states represented in this survey?

Null Hypothesis #8: There is no relationship between market size and states represented in this survey.

Research Question #9: Is there a significant relationship between market size and the level of education of television general managers?

Null Hypothesis #9: There is no relationship between market size and level of education of television general managers.

Research Question #10: Is there a significant relationship between market size and television managers' field of undergraduate study?

Null Hypothesis #10: There is no relationship between market size and television managers' field of undergraduate study.

Research Question #11: Is there a significant relationship between market size and television managers' emphasis of study in graduate work?

Null Hypothesis #11: There is no relationship between market size and television managers' emphasis of study in graduate work.

Research Question #12: Is there a significant relationship between market size and graduate degrees conferred to television general managers?

Null Hypothesis #12: There is no relationship between market size and graduate degrees conferred to general managers.

Research Question #13: Is there a significant relationship between market size and managers' recommendations for undergraduate study?

Null Hypothesis #13: There is no relationship between market size and managers' recommendations for undergraduate study.

Research Question #14: Is there a significant relationship between market size and managers' recommendations for graduate study?

Null Hypothesis #14: There is no relationship between market size and managers' recommendations for graduate study.

Research Question #15: Is there a significant relationship between market size and the length of time general managers have spent in their current position?

Null Hypothesis #15: No statistically significant relationship exists between market size and the length of time managers have spent in their current position.

Research Question #16: Is there a significant relationship between market size and managers' area of experience in television?

Null Hypothesis #16: There is no statistically significant relationship between market size and managers' area of experience in television.

Research Question #17: Is there a significant relationship between market size and managers' tenure in most previous positions?

Null Hypothesis #17: No significant relationship exists between market size and managers' tenure in most previous positions.

Research Question #18: Is there a significant relationship between market size and managers' first television jobs?

Null Hypothesis #18: There is no significant relationship between market size and managers' first television jobs.

Research Question #19: Is there a significant relationship between market size and managers' most recent position in television, prior to current position?

Null Hypothesis #19: No significant relationship exists between market size and managers' most recent position in television, prior to current position.

Research Question #20: Is there a significant relationship between market size and managers' second most recent position?

Null Hypothesis #20: There is no significant relationship between market size and managers' second most recent position.

Research Question #21: Is there a significant relationship between market size and managers' opinions as to which area of television promotes upward progress fastest?

Null Hypothesis #21: There is not a significant relationship between market size and managers' opinions as to which area of television promotes upward progress fastest.

Research Question #22: Is there a significant relationship between market size and managers' opinions as to where they would concentrate if starting over in television?

Null Hypothesis #22: No significant relationship exists between market size and managers' opinions as to where they would concentrate if starting over in television.

Research Question #23: Is there a significant relationship between market size and managers' concentration of attention within a television station?

Null Hypothesis #23: There is no significant relationship between market size and managers' concentration of attention within a television station.

Research Question #24: Is there a significant relationship between market size and managers' recommended area of emphasis for aspiring managers?

Null Hypothesis #24: There is no relationship between market size and managers' recommended area of emphasis for aspiring managers.

Research Question #25: Is there a significant relationship between market size and managers' opinions about working more than 40 hours per week?

Null Hypothesis #25: No significant relationship exists between market size and managers' opinions about working more than 40 hours per week.

Research Question #26: Is there a significant relationship between market size and managers' perceptions on the importance of visibility within the community?

Null Hypothesis #26: There is no significant relationship between market size and managers' perceptions on the importance of visibility within the community.

Research Question #27: Is there a significant relationship between market size and managers' opinions on the importance of attending broadcast conventions?

Null Hypothesis #27: There is no significant relationship between market size and managers' opinions on the importance of attending broadcast conventions.

Research Question #28: Is there a significant relationship between market size and managers' opinions on the importance of supporting political/social causes?

Null Hypothesis #28: No significant relationship exists between market size and managers' opinions on the importance of supporting political/social causes.

Research Question #29: Is there a significant relationship between market size and managers' opinions on the importance of participating in external political and community activities?

Null Hypothesis #29: There is no significant relationship between market size and managers' opinions on the importance of participating in external political and community activities.

Research Question #30: Is there a significant relationship between market size and managers' opinions on the most serious problem facing television in 1992?

Null Hypothesis #30: There is no significant relationship between market size and managers' opinions on the most serious problem facing television in 1992.

Research Question #31: Is there a significant relationship between market size and managers' opinions about the most serious problem facing television within three years?

Null Hypothesis #31: There is no significant relationship between market size and managers' opinions about the most serious problem facing television within three years.

Research Question #32: Is there a significant relationship between market size and managers' advice for aspiring managers?

Null Hypothesis #32: There is no significant relationship between market size and managers' advice for aspiring managers.

CHAPTER IV

FINDINGS

General

Questionnaires were mailed to 396 small-, medium- and large-market television station managers throughout the United States. Since the number of small-, medium- and large-market stations differs, a proportional number of surveys was sent to each market size. Specifically, 156 surveys were sent to large- market station managers, 164 to medium-market station managers and 76 to small-market station managers.

Market sizes (small, medium and large) were designated according to the Nielsen September 1991 U.S. Television Household Estimates report. From this report, markets ranked one to 52 were designated large markets, markets 53 to 139 were considered medium markets, and markets 140 to 211 were designated small markets.

An initial mailing resulted in the return of 186 questionnaires (47 percent). A second mailing was sent, resulting in 62 more questionnaires being returned for a total of 248 questionnaires (62 percent).

Of the 248 questionnaires returned, five were returned incomplete and deleted from this study. A total of 243 questionnaires were completed correctly and used for this study, resulting in a response rate of 61 percent. Of the 243 completed surveys, 66 were from small-market stations, 95 were from medium-market stations and 82 were from large-market stations.

Most of the participants in the survey were medium-market managers, making up 39 percent of the total respondents. Large-market managers comprised 34 percent of all respondents, while small-market managers represented the lowest percentage (27 percent) of respondents.

General managers responding to the survey were grouped according to market size. Table I indicates percentages of respondents by market size.

TABLE I

MARKET SIZES REPRESENTED IN SURVEY

	Small N=66	Medium N=95	Large N=82	Overall N=243
Representation	27%	39%	34%	100%

Description of Respondents

Overall, general managers ranged in age from 26-77, while the average age of the general manager was slightly more than 47 years old. The overall age range was broadest among managers in large markets and most confined among small-market managers. Large-market managers' average age was also older than their medium- and small-market colleagues.

A one-way chi square test was run, resulting in an overall chi square value of .1. With a significance value of 5.99, there was no significant relationship in the average age of television general managers with regard to market size. Therefore, the null hypothesis was supported.

Table II indicates the age range and average age of general managers surveyed. Responses are categorized by market size.

TABLE II

AGE OF MANAGERS

	Small N=64	Medium N=94	Large N=81	Overall N=239
Age Range	31-65	30-67	26-77	26-77
Average Age	47	46	49	49

In terms of gender, the majority of general managers, regardless of market size, were men. Nearly 90 percent of all general managers responding were male. The most pronounced difference in the number of men and women general managers was in medium markets, where less than 10 percent of general managers were women.

A complex chi square test was run, resulting in an overall chi square of 6.71. When compared with the table of critical value at the .05 confidence level (5.99), it was determined there was a significant relationship among market size and gender of television general managers. A contingency coefficient test was run, producing a value of .16, meaning the relationship was weak. The null hypothesis was rejected.

One-way chi square tests were run to determine where real differences in gender levels existed between general managers.

One-way chi square tests revealed there is no significant difference between medium- and large-market managers with regard to gender. There is a significant difference between small- and medium-market managers with regard to gender. There is a significant difference in the gender levels of small- and large-market managers.

Table III illustrates gender differences of general managers. Respondents are grouped according to market size.

TABLE III

GENDER OF RESPONDENTS

	Small N=66	Medium N=93	Large N=82	Overall N=241
Male	82%	91%	90%	88%
Female	18%	9%	10%	12%
TOTALS	100%	100%	100%	100%

Managers were asked about characteristics relating to birth order. More than one-third of all general managers responded that they were the first child born in their family. Small-market managers were more inclined to be second children than their medium- and large-market counterparts, while the percentage of general managers claiming to be third children was about even in all markets. Large-market managers had greater tendency than medium- or small-market managers to be the last child born in the family.

No statistical tests were run to determine statistical differences in the birth order of general managers because respondents had the opportunity, on this question, to check more than one response.

Table IV illustrates the birth order of general managers by market size.

TABLE IV

BIRTH ORDER OF RESPONDENTS

	Small N=75	Medium N=100	Large N=88	Overall N=263
First child	35%	35%	37%	36%
Second child	24%	16%	16%	18%
Third child	15%	15%	14%	14%
Last child	9%	12%	16%	13%
Only child	5%	12%	7%	8%
Middle child	7%	8%	8%	8%
Next to last	5%	2%	2%	3%
TOTALS	100%	100%	100%	100%

When asked about religious preference, more than three-fourths of all managers claimed to be Protestant or Catholic. Regardless of market size, the majority of general managers listed Protestant as their religious preference.

A complex chi square test produced an overall chi square of 25.5. With chi square significant at 15.5073, it was determined there was a significant relationship between religious preference of managers and market size. A contingency coefficient test produced a value of .31, meaning the relationship was weak. The null hypothesis was rejected.

One-way chi square tests were run to determine significant differences in religious preference. The one-way chi square tests revealed there was a significant difference between small- and medium-market Protestant managers. There was also a significant difference between small- and large-market managers whose religious preference was Protestant. There was a significant difference between medium- and large-market Protestant managers.

A significant difference exists among medium- and large-market Catholic managers, while there was also a significant difference between small- and large-market Catholic managers. No significant difference was found among small- and medium-market Catholic managers.

A significant difference was found among small- and medium-market Jewish managers, as well as small- and large-market Jewish managers and medium- and large-market Jewish managers.

There was a significant difference between small- and medium-market managers who chose "None" as their religious preference. There was a significant difference between small- and large-market managers with no religious preference and a significant difference between medium- and large-market managers with no religious preference.

There was a significant difference between small- and medium-market managers with "other" religious preferences, while there was also a significant difference between medium- and large-market managers with "other" religious preferences and medium- and large-market managers with "other" religious preferences.

Table V lists the religious preference of general managers by market size.

TABLE V

RELIGIOUS PREFERENCE OF RESPONDENTS

	Small N=65	Medium N=89	Large N=78	Overall N=232
Protestant	66%	67%	36%	55%
Catholic	25%	20%	36%	27%
Jewish	0%	3%	13%	6%
None	6%	7%	10%	8%
Other	3%	3%	5%	4%
TOTALS	100%	100%	100%	100%

In terms of race, the majority of general managers were white. Few respondents claimed to be of any other ethnic origin. Two percent of all general managers were Native American, while one percent listed black, one percent Hispanic and one percent Asian. Of special interest was that no Asian or Hispanic managers were found in small-market stations and no black managers in medium- or large-market stations, which could lead to questions as to the availability of minority opportunities in television management.

A complex chi square test produced an overall chi square of 7.67. With a .05 confidence level of 18.30, it was determined there was no significant relationship among general managers race and market size.

Table VI shows the race of general managers in percentages by market size.

TABLE VI

RACE OF RESPONDENTS

	Small N=65	Medium N=91	Large N=81	Overall N=237
White	95%	95%	94%	95%
Native American	2	2	2	2
Asian	0	1	2	1
Hispanic	0	2	2	1
Black	3	0	0	1
TOTALS	100%	100%	100%	100%

When asked about marital status, 241 managers responded. Most general managers were married, while less than 10 percent were divorced. The number of respondents who had never been married, widowed, or were living with someone collectively comprised a total of six percent of the population.

A complex chi square test resulted in an overall chi square of 7.29. With a significance value of 18.30, there was no significant relationship among general managers' marital status and market size. The null hypothesis was accepted.

Table VII represents the marital status of television general managers by market size.

TABLE VII

MARITAL STATUS OF RESPONDENTS

	Small N=66	Medium N=93	Large N=82	Overall N=241
Married	86%	90%	83%	86%
Divorced	8	4	12	8
Never Married	5	3	4	4
Widow	1	1	0	1
Living w/some	0	1	1	1
Separated	0	0	0	0
TOTALS	100%	100%	100%	100%

Overall, most managers responding to the survey were affiliated with NBC (36 percent) or CBS (32 percent) television stations.

In small markets, NBC managers made up the greatest percentage of respondents (36 percent). In medium markets, CBS stations led with 27 percent of the respondents. In large markets, Independent station managers made up the largest percentage of respondents (26 percent).

The percentage of NBC, CBS and ABC station managers responding was highest in small markets, while the percentage of Independent and FOX station managers was heaviest in large markets.

A complex chi square test was run, resulting in an overall chi square of 24.55. Based on a confidence level value of 15.5073, there was a significant relationship between market size and station affiliation. The contingency coefficient representing the strength of the relationship between market size and station affiliation was .30, meaning it was a weak relationship. The null hypothesis was rejected.

One-way chi square tests revealed a significant difference among small and medium market managers of CBS affiliate stations. A significant difference existed between small- and medium-market managers of NBC affiliate stations. There was a significant difference between small- and large-market general managers of NBC stations. A significant difference existed between small- and medium-market Independent station managers. There was a significant difference between small- and large-market Independent station managers. There was a significant difference between medium- and large-market general managers of Independent stations.

Table VIII shows station affiliation of managers by market size.

TABLE VIII

STATION AFFILIATION OF RESPONDENTS

	Small N=66	Medium N=94	Large N=82	Overall N=242
NBC	36%	25%	18%	26%
CBS	32%	27%	18%	26%
ABC	21%	19%	18%	19%
FOX	8%	16%	20%	15%
Indep.	3%	13%	26%	14%
TOTALS	100%	100%	100%	100%

Respondents were asked how many separate television stations they had worked for prior to their current station. Answers ranged from 0-14, with the average being three stations.

A one-way chi square test produced an overall chi square of .282. Compared to a significance value of 5.99, there was not a significant relationship among market size and the average number of stations at which managers had previously worked. The null hypothesis was accepted.

Table IX shows the average number of stations at which managers had worked, classified by market size.

TABLE IX

NUMBER OF STATIONS AT WHICH PREVIOUSLY EMPLOYED

	Small N=64	Medium N=95	Large N=82	Overall N=241
Average no.	2	2	3	3
Range/stations	0-8	0-14	0-9	0-14

Station managers in 46 states were represented in this study. Texas, with 18 stations reporting, had the highest representation. Following Texas was Florida (16), North Carolina (11) and Missouri (11).

Specifically, small-market managers represented 28 states, with Texas (9), North Dakota (5), Missouri (4) and Florida (4) having the most respondents. Medium-market managers came from 33 states, with Illinois (7), Texas (7) and Tennessee (6) represented most. Large-market managers came from 26 states, with Florida (10), North Carolina (8), California (7), Missouri(7) and Pennsylvania (7) having the most representation.

A one-way chi square test resulted in an overall chi square of .89. Checking against the significance value of 5.99, it was determined there was not a significant relationship among the number of states represented and market size. The null hypothesis was accepted.

Table X illustrates the number of states represented in the survey by market size.

TABLE X

STATES REPRESENTED BY MARKET SIZE

	Small N=64	Medium N=95	Large N=82	Overall N=241
No. of States	28	33	26	46

Overall, the majority of general managers surveyed were well educated, with more than 70 percent having earned a college undergraduate degree. The highest percentage of college graduates were large-market managers while small-market managers were the least inclined to earn a college undergraduate degree.

A complex chi square test was run, resulting in an overall chi square of 14.89 (significant at the 12.59 level).

There was a significant relationship among education of television general managers and market size. A contingency coefficient showing the strength of the relationship was .24, meaning there was a very weak relationship. The null hypothesis was rejected.

One-way chi square tests showed there was a significant difference between small- and medium-market general managers with less than a high school education. There was a significant difference between medium- and large-market managers with less than a high school education. There was a significant difference between small- and large-market managers with less than a high school education.

There was a significant difference between small- and medium-market managers who were high school graduates. There was a significant difference between medium- and large-market managers who were high school graduates, and there was a significant difference between small- and large-market managers who had graduated from high school.

There was a significant difference between small- and large-market managers with some college education, but no degree.

There was a significant difference between small- and medium-market managers with college undergraduate degrees. There was a significant difference between medium- and large-market managers with college undergraduate degrees, and there was a significant difference between small- and large-market managers with college undergraduate degrees.

Table XI shows education levels of managers by market size.

TABLE XI

RESPONDENTS LEVEL OF EDUCATION

	Small N=66	Medium N=94	Large N=82	Overall N=242
Less than H.S.	1%	0%	0%	1%
H.S. graduate	3	3	4	3
Some college	38	25	13	25
College grad	58	72	83	71
TOTALS	100%	100%	100%	100%

Managers who earned undergraduate degrees from college were asked to list their primary emphasis of study. The most popular major among all market sizes was radio-television-film/mass communications, followed by business, which included areas such as marketing, management, accounting and finance. The third choice for managers varied depending on market size. In small markets, managers claimed economics as their third choice, while medium-market managers chose journalism and large-market managers preferred english.

A complex chi square test produced an overall chi square

of 24.48, showing there was a significant relationship among market size and major field of undergraduate study. The contingency coefficient, showing the strength of the relationship, was .38, meaning the relationship was weak. The null hypothesis was rejected.

A one-way chi square test showed there was a significant difference between small- and medium-market managers who got an undergraduate degree in radio-television-film/mass communications. There was a significant difference between medium- and large-market managers who received an undergraduate degree in radio-television-film/mass communications. There was also a significant difference between small- and large-market managers whose undergraduate field of study was radio-television-film/mass communications.

There was a significant difference between small- and medium-market managers receiving undergraduate degrees in business. There was a significant difference between medium- and large-market managers receiving undergraduate degrees in business.

Table XII shows respondents major field of undergraduate study by market size.

TABLE XII

MAJOR FIELD OF STUDY - UNDERGRADUATE LEVEL

	Small N=36	Medium N=66	Large N=62	Overall N=164
RTVF/Mass Comm.	29%	32%	44%	37%
Business	22	30	16	23
English	8	6	10	8
Journalism	5	9	6	7
Economics	14	2	2	4
History	0	8	3	4
Philosophy	3	0	3	2
Advertising	0	5	0	2
Other	19	8	16	13
TOTAL	100%	100%	100%	100%

The most popular college choice among all managers was the University of Texas, followed by Syracuse University, Indiana University and the University of North Carolina at Chapel Hill. Because of the large number of colleges and universities listed, there were many listed only once. Table XIII identifies only those colleges listed more than twice.

No statistical tests were run because very few colleges and universities were listed more than once.

Table XIII shows the colleges attended for undergraduate degrees by market size.

TABLE XIII

COLLEGES ATTENDED FOR UNDERGRADUATE DEGREES

	Small N=35	Medium N=66	Large N=65	Overall N=166
Univ. of Texas	0	5%	3%	3%
Syracuse Univ.	0	2	5	2
Indiana Univ.	0	5	2	2
North Carolina	1	3	2	2
U. of Alabama	0	3	2	2
Brigham Young	3	2	2	2
E. Kentucky	0	3	2	2
Indiana State	6	2	0	2
U.of Illinois	0	2	3	2
Kent State	6	2	0	2
U.of Missouri	0	2	3	2
Michigan State	0	0	5	2
Notre Dame	0	2	3	2
Penn State	0	2	3	2
Other Schools	84	65	65	71
TOTALS	100%	100%	100%	100%

Far fewer managers earned graduate degrees. While 15 percent of all general managers claimed to have started graduate study, less than 12 percent of respondents had earned graduate degrees. Out of 243 total respondents, 12 graduate degrees were earned by large-market managers, 11 were earned by medium-market managers and six were earned by small-market managers.

Of the general managers who had begun graduate work, nearly one-third chose business as their primary emphasis of study. Radio-television-film/mass communications was the second-most popular choice, while journalism was third.

The emphasis of graduate study varied depending on market size. Among small-market managers, radio-television-film/mass communications was the top choice for graduate study. Among medium-market managers, business was the most popular field of study and for large-market managers, it was journalism.

A complex chi square test produced an overall chi square of 13.65. With a .05 confidence level value of 18.30, it was determined there was no significant relationship among general managers' emphasis of study for graduate work and market size. Thus, the null hypothesis was accepted.

Table XIV illustrates managers emphasis of study at the graduate level. Responses are listed according to market size.

TABLE XIV

EMPHASIS OF STUDY - GRADUATE LEVEL

	Small N=6	Medium N=12	Large N=19	Overall N=37
Business	33%	42%	26%	32%
RTVF/MC	50	8	21	22
Journalism	0	0	27	14
Law	17	17	0	8
English/History	0	8	5	5
Other	0	25	21	19
TOTALS	100%	100%	100%	100%

The most popular degree choice among managers having completed graduate work was the Master of Arts degree, followed by the Master of Science degree and the Master of Business Administration degree. All remaining degrees conferred were Juris Doctorate degrees.

A complex chi square test resulted in an overall chi square of 6.76. With chi square significant at 12.59, it was determined there was no significant relationship among graduate degrees conferred and market size. The null hypothesis was accepted.

Table XV shows graduate degreees preferred by market size.

TABLE XV

GRADUATE DEGREES CONFERRED

	Small N=6	Medium N=12	Large N=12	Overall N=30
M.A.	17%	27%	49%	33%
M.S.	33	37	17	26
M.B.A.	33	27	17	24
Juris Doctorate	17	9	17	17
TOTALS	100%	100%	100%	100%

Managers were asked what college they attended for graduate work. Of the 32 schools registered by general managers, only four were listed more than once. The University of Texas was listed most frequently by all respondents, followed by Columbia University, Northwestern and the University of Kansas. Among small-market managers, no school was listed more than once.

No statistical test was run because of the large number of schools mentioned, or listed, only once.

Schools attended for graduate study are listed in Table XVI.

TABLE XVI

SCHOOLS ATTENDED FOR GRADUATE STUDY

	Small N=6	Medium N=12	Large N=19	Overall N=37
Univ. of Texas	0	8%	11%	8%
Columbia Univ.	0	0	11	5
Univ. of Kansas	0	8	5	5
Northwestern U.	0	0	11	5
Other schools	100	84	62	77
TOTALS	100%	100%	100%	100%

Managers were asked what field of study they would recommend for undergraduate students as the best preparation for a management career in television. Though most managers earned their undergraduate degree in radio-television-film or mass communications, the majority of survey respondents recommended business as the best field of study for aspiring managers. A radio-television-film/mass communications curriculum was listed as the next most popular choice. Small- and large-market managers favored a liberal arts degree as a third choice, while medium-market managers chose journalism as their third choice.

A complex chi square test produced an overall chi square of 8.88. With a significance value of 18.30, it was determined there was not a significant relationship among recommendations for undergraduate study and market size. The null hypothesis was accepted.

Table XVII illustrates the recommendations made by general managers by market size.

TABLE XVII

RECOMMENDED FIELDS OF STUDY - UNDERGRADUATE LEVEL

	Small N=55	Medium N=88	Large N=78	Overall N=221
Business	51%	41%	43%	43%
RTVF/Mass Comm.	24	24	29	26
Liberal Arts	11	7	12	10
Journalism	5	15	6	10
English/History	5	6	6	6
Other	4	7	4	5
TOTALS	100%	100%	100%	100%

When managers were asked what field of study they would recommend for graduate students, responses varied little. Business was the most popular choice for graduate work. However, managers from all market sizes specifically listed the M.B.A. (Master of Business Administration) degree as their second choice for graduate study. Radio-television-film/mass communications was the third choice among current general managers.

Aside from a business degree, M.B.A. or radio-television/mass communication degree, most medium-market managers recommended a law degree while large-market managers recommended an english/history degree.

A complex chi square test revealed an overall chi square of 13.3, with a significance level of 23.68. As a result, there was no significant relationship among recommendations for graduate study and market size. The null hypothesis was accepted.

Table XVIII shows recommendations for graduate study made by general managers according to market size.

TABLE XVIII

RECOMMENDED FIELDS OF STUDY - GRADUATE LEVEL

	Small N=39	Medium N=54	Large N=53	Overall N=146
Business	49%	45%	47%	47%
M.B.A.	32	33	30	32
RTVF/Mass Comm.	16	11	9	12
Journalism	3	2	6	3
Law	0	7	2	3
English/History	0	0	6	2
Liberal Arts	0	0	0	0
Other	0	2	0	1
TOTALS	100%	100%	100%	100%

Employment Data

Respondents were asked how long they had held their current position of general manager. Of those reponding, most (33 percent) had held their positions three to five years. Twenty-five percent of all respondents had been in their position six to 10 years.

Small and medium markets appeared very similar in managerial tenure, with managers ranking three to five years as the most common length of service. In large markets, managers' tenure was more evident, with six to 10 years the most common length of service noted.

Of special interest is the disclosure that less than one percent of all small-market managers had held their job 16 or more years. Though longevity appeared more evident in large markets, no large-market managers responded as having held their position for 25 or more years.

A complex chi square test was run, resulting in an overall chi square of 19.71, with significance at 23.68. There was no significant relationship among length of time in current position and market size. The null hypothesis was accepted.

Table XIX shows managers' length of time in current position by market size.

TABLE XIX

LENGTH OF TIME IN CURRENT POSITION

	Small N=66	Medium N=95	Large N=82	Overall N=243
1 yr. or less	18%	14%	12%	14%
1-2 years	9	8	22	13
3-5 years	38	37	23	33
6-10 years	26	25	26	26
11-15 years	8	13	12	11
16-20 years	0	1	2	1
21-24 years	1	0	2	1
25 or more yr.	0	2	0	1
TOTALS	100%	100%	100%	100%

Respondents were asked what area of television they had the most experience. The overwhelming choice, regardless of market size, was sales and marketing. Over half of all managers listed sales and marketing as their area of greatest experience, followed by programming (18 percent) and news (10 percent).

The pattern of sales and marketing as the number-one choice of respondents, followed by programming and news, was consistent in small-, medium- and large-markets. At the opposite end of the scale, traffic/operations and engineering were the two areas of least experience for managers. Overall, less than two percent of all respondents said their experience was in traffic or engineering. No large- market managers claimed traffic/operations as their area of most experience, while very few large-market managers claimed promotions or accounting as their area of experience. One percent of small-market managers claimed engineering as their area of greatest experience.

A complex chi square test revealed an overall chi square of 12.59. With significance at 23.68, there was no significant relationship among general managers' area of experience and market size. The null hypothesis was accepted.

Table XX illustrates managers' area of experience by market size.

TABLE XX

AREA OF MOST EXPERIENCE IN TELEVISION

	Small N=85	Medium N=122	Large N=89	Overall N=296
Sales/Marketing	51%	48%	55%	51%
Programming	15	20	18	18
News	9	10	10	10
Production	6	5	9	6
Promotions	6	6	2	5
Accounting	7	7	2	6
Engineering	1	2	4	2
Traffic/Oper.	5	2	0	2
TOTALS	100%	100%	100%	100%

When asked how long they had been in the position prior to their current position, one-third of all managers claimed three to five years. Six to 10 years was the next most favored response (28 percent), followed by one to two years (15 percent) and 11-15 years (12 percent).

Small- and medium-market managers seemed to hold their prior position for less time than large-market managers. Thirty-one percent of large-market managers held their prior position six to 10 years, compared to 29 percent for medium-market managers and 21 percent for small-market managers. However, fewer large-market managers (nine percent) held their previous positions 11-15 years than did medium-(11 percent) or small-(17 percent) market managers. Also of interest was the lack of significant time in previous positions. Less than 10 percent of all managers held their previous position 16 or more years.

A complex chi square test produced an overall chi square of 10.92. With significance at 23.68, there was no significant relationship among managers' length of time in prior position and market size. The null hypothesis was accepted.

Table XXI breaks out managers' length of time in previous positions by market size.

TABLE XXI

LENGTH OF TIME IN PREVIOUS POSITION

	Small N=66	Medium N=94	Large N=80	Overall N=240
Less than 1 yr.	2%	4%	3%	3%
1-2 years	18	11	19	15
3-5 years	31	36	30	33
6-10 years	21	29	31	28
11-15 years	17	11	9	12
16-20 years	6	3	1	3
21-24 years	2	3	4	3
25 or more yrs.	3	3	3	3
TOTALS	100%	100%	100%	100%

Managers were then asked about positions they had previously held in television. The first question asked which area of television managers held their first job. Overall, 37 percent said their first job was in sales. Twenty percent of all managers claimed their first position was in production, while 12 percent said news was their initial position in television. Sales, production and news jobs were the most frequently mentioned by managers from all market sizes. Eight percent of all respondents asserted that sales, news, production, accounting, traffic/operations, programming, promotions or engineering did not apply to their first job.

A complex chi square test produced an overall chi square of 7.94. With significance at 26.29, there was no significant relationship found among managers' first job in television and market size. The null hypothesis was accepted.

Table XXII lists managers' first permanent job in television by market size.

TABLE XXII

FIRST PERMANENT JOB HELD IN TELEVISION

	Small N=69	Medium N=98	Large N=84	Overall N=251
Sales	39%	40%	33%	37%
Production	16	18	25	20
News	10	12	12	12
N/A	6	8	10	8
Accounting	9	7	4	6
Traffic/Oper.	7	4	4	5
Programming	4	4	5	4
Promotions	4	2	5	4
Engineering	4	5	2	4
TOTALS	100%	100%	100%	100%

Next, managers were asked which area of television their most recent job occurred. Sales was the top choice among 43 percent of all respondents. Interestingly, the percentage of managers working in sales was more than doubled that of any other field listed on the questionnaire.

Programming, news, accounting and production followed sales, but the percentage of managers that claimed these areas was significantly less than sales.

Among small-market managers, sales was the choice of more than 50 percent of managers. Nearly 60 percent of medium-market managers' most recent positions were in sales or programming. Among large-market managers, the top choice was N/A, meaning that managers' most recent position was not listed on the survey and, thus, not applicable.

A complex chi square test showed an overall chi square of 17.20, with significance at 26.29. No significant relationship was found among managers' most previous job and market size. The null hypothesis was accepted.

Table XXIII shows managers' most recent jobs by market size.

TABLE XXIII

MOST RECENT JOB IN TELEVISION - PRIOR TO CURRENT POSITION

	Small N=68	Medium N=99	Large N=81	Overall N=248
Sales	52%	44%	36%	43%
N/A	18	22	41	27
Programming	12	15	10	13
News	10	5	6	6
Accounting	6	5	1	4
Production	3	3	2	3
Traffic/Oper.	1	2	2	2
Promotions	1	3	0	2
Engineering	1	1	1	1
TOTALS	100%	100%	100%	100%

General managers were then asked which area of television they held their second most recent position. Sales was the top choice, selected by 40 percent of respondents. The top four areas selected by managers in response to this question mirrored the responses from the previous question concerning managers' most recent position.

A complex chi square test produced an overall chi square of 6.5. With significance at 26.29, it was determined there was no significant relationship among managers' next most previous job in television and market size. The null hypothesis was accepted.

Table XIV lists managers' next most previous job by market size.

TABLE XXIV

SECOND MOST RECENT JOB IN TELEVISION - PRIOR TO CURRENT POSITION

	Small N=68	Medium N=100	Large N=83	Overall N=251
Sales	39%	43%	38%	40%
N/A	28	24	25	25
Programming	10	8	13	10
News	7	8	8	8
Production	7	7	6	7
Promotions	3	4	4	4
Accounting	4	2	1	2
Traffic/Oper.	1	3	1	2
Engineering	1	1	4	2
TOTALS	100%	100%	100%	100%

It was apparent from this survey that general managers, regardless of market size, thought sales was the precursor of managerial opportunity. When asked which area of television provided the fastest progress toward management, respondents overwhelmingly selected sales. Nearly 80 percent of all managers said upward progress was fastest in sales.

The next closest response was news, selected by nine percent of the all respondents. The exception was the response of small-market managers, who did not confirm news as their second choice. While 11 percent of medium-market managers and 12 percent of large-market managers selected news, only three percent of small-market managers selected news. This could be due, at least in part, to the lack of news operations in many small market television stations.

A complex chi square test resulted in an overall chi square of 18.37, with significance at 26.29. There was not a significant relationship among managers' opinions on where upward progress was fastest and market size. The null hypothesis was accepted.

Table XXV shows managers' opinions as to where upward progress is fastest by market size.

TABLE XXV

AREA OF TELEVISION IN WHICH UPWARD PROGRESS IS FASTEST

	Small N=69	Medium N=102	Large N=89	Overall N=260
Sales	83%	76%	76%	77%
News	3	11	12	9
N/A	10	2	7	6
Programming	1	4	4	3
Production	1	4	1	2
Promotions	1	0	0	1
Traffic/Oper.	1	2	0	1
Accounting	0	1	0	1
Engineering	0	0	0	0
TOTALS	100%	100%	100%	100%

Managers were asked which area of television they would concentrate if starting over. The majority (67 percent) of all respondents claimed sales, followed by news (nine percent), N/A (nine percent) and programming (four percent). Of interest is the percentage of large-market managers who selected N/A as their second preference with regard to where they would concentrate if starting over. We might conclude that the appropriate response for large-market managers was either not included on the survey instrument or that large-market managers felt an area other than television might be their choice if starting over.

The number of medium- and large-market managers selecting news as their second choice was greater than their small-market counterparts.

A complex chi square test revealed an overall chi square of 16.21. With a confidence value of 26.29, it was determined there was not a significant relationship among managers' opinions on areas they would concentrate if starting over and market size. The null hypothesis was accepted.

Table XXVI shows opinions, by market size, on which area managers would concentrate if starting over in television.

TABLE XXVI

AREA OF CONCENTRATION IF STARTING OVER IN TELEVISION

	Small N=68	Medium N=96	Large N=84	Overall N=248
Sales	72%	69%	64%	67%
News	4	11	10	9
N/A	6	8	13	9
Programming	3	3	7	4
Production	4	3	2	3
Promotions	4	2	2	3
Accounting	4	2	0	2
Engineering	3	1	2	2
Traffic/Oper.	0	1	0	1
TOTALS	100%	100%	100%	100%

The next survey question solicited information as to which area of television managers devoted most of their attention. Overall, 37 percent said sales, followed by news (20 percent) and programming (18 percent). All other categories received less than 10 percent of managers' responses.

A complex chi square test resulted in an overall chi square of 17.35. With significance at 26.29, it was determined there was not a significant relationship among areas where managers devote most of their attention each day and market size. The null hypothesis was accepted.

Table XXVII shows managers' area of concentration listed by market size.

TABLE XXVII

FOCUS OF ATTENTION WITHIN TELEVISION STATION

	Small N=100	Medium N=157	Large N=130	Overall N=387
Sales	44%	37%	33%	37%
News	18	22	19	20
Programming	9	20	22	18
Promotions	7	6	11	8
Accounting	5	5	5	5
N/A	4	3	5	4
Engineering	4	3	2	3
Traffic/Oper.	5	3	1	3
Production	4	1	2	2
TOTALS	100%	100%	100%	100%

Managers were asked which area of television they would recommend to aspiring television managers. As was the case with every other question from this section of the survey, managers selected sales as their top choice. News was second (13 percent) and programming third (nine percent).

There was little variance in managers' preferences, regardless of market size. Small-market managers put more emphasis on accounting than did medium- and large-market managers.

A complex chi square test revealed an overall chi square value of 10.28 (with significance at 26.29), meaning there was not a significant relationship among areas recommended for aspiring managers and market size. The null hypothesis was accepted.

Table XXVIII shows managers' recommendations for aspiring managers by market size.

TABLE XXVIII

RECOMMENDED AREA OF EMPHASIS FOR ASPIRING MANAGERS

	Small N=79	Medium N=121	Large N=115	Overall N=325
Sales	68%	57%	54%	58%
News	6	12	18	13
Programming	3	11	12	9
Promotions	6	5	7	6
Accounting	6	3	3	4
Production	1	3	1	2
Engineering	3	2	1	2
Traffic/Oper.	1	3	1	2
N/A	6	4	3	4
TOTALS	100%	100%	100%	100%

The next series of questions pertained to managers' opinions on the importance of various activities with regard to their positions. The first question concerned the importance of working more than 40 hours per week.

Overall, managers felt that working more than 40 hours per week was "very important." Large-market managers seemed to think it was "very important" more often than medium- and small-market managers.

A complex chi square test showed an overall chi square of 9.15. With significance at 26.29, there was no relationship among managers' opinions of working more than 40 hours a week and market size. The null hypothesis was accepted.

Table XXIX shows managers' sentiments about working more than 40 hours per week.

TABLE XXIX

THE IMPORTANCE OF WORKING MORE THAN 40 HOURS PER WEEK

	Small N=67	Medium N=94	Large N=80	Overall N=241
Very Important	34%	40%	43%	39%
Somewhat Imp.	24	33	30	30
Neutral	15	11	8	11
Somewhat Unimp.	6	7	4	6
Very Unimp.	21	9	15	14
TOTALS	100%	100%	100%	100%

Managers felt visibility within their communities was very important. Overall, more than 80 percent felt it was either "very important" or "somewhat important" to be visible in the community. Regardless of market size, these two responses were the most popular among managers.

A complex chi square test showed an overall chi square of 6.56. With a significance value of 15.50, there was not a significant relationship among managers' opinions about being visible in the community and market size. The null hypothesis was accepted.

Table XXX illustrates managers' ranking of the importance of being visible in the community.

TABLE XXX

THE IMPORTANCE OF BEING VISIBLE IN THE COMMUNITY

	Small N=67	Medium N=94	Large N=83	Overall N=244
Very Important	51%	51%	49%	52%
Somewhat Imp.	27	30	34	31
Neutral	1	4	1	2
Somewhat Unimp.	6	7	6	6
Very Unimp.	15	6	10	9
TOTALS	100%	100%	100%	100%

Managers were asked to rate the importance of attending broadcast conventions. Forty-five percent of all respondents asserted that attending broadcast conventions was "somewhat important," while 24 percent thought it was "somewhat unimportant" and 20 percent were "neutral." There was not much variance in managers' opinions, regardless of market size.

A complex chi square test produced an overall chi square of 9.93. With significance at 15.50, no significant relationship was found among managers' rankings of the importance of attending broadcast conventions and market size. The null hypothesis was accepted.

Table XXXI lists respondents' rating the importance of attending broadcast conventions by market size.

TABLE XXXI

THE IMPORTANCE OF ATTENDING BROADCAST CONVENTIONS

	Small N=67	Medium N=95	Large N=82	Overall N=244
Very Important	1%	3%	7%	4%
Somewhat Imp.	40	50	34	45
Neutral	30	15	18	20
Somewhat Unimp.	22	24	24	24
Very Unimp.	7	8	5	7
TOTALS	100%	100%	100%	100%

Next, general managers were asked to rate the importance of supporting political and social issues. Though the majority of managers (33 percent) felt it was "somewhat important" to support political/social causes, there were a large number of respondents (27 percent) who remained "neutral" and considerably more (21 percent) who thought supporting these causes was "somewhat unimportant."

Overall, managers thought supporting political/social causes was more "important" than "unimportant." Forty percent of all respondents said they felt supporting political/social issues was "very important" or "somewhat important." Conversely, only 33 percent of all respondents felt supporting these issues was "very unimportant" or "somewhat unimportant."

A complex chi square test produced an overall chi square of 8.03. With significance at 15.50, there was no significant relationship found among managers' ratings of the importance of supporting political/social causes and market size. The null hypothesis was accepted.

Table XXXII shows managers' responses to the importance of supporting political/social causes by market size.

TABLE XXXII

THE IMPORTANCE OF SUPPORTING POLITICAL/SOCIAL ISSUES

	Small N=68	Medium N=94	Large N=82	Overall N=244
Very Important	6%	11%	4%	7%
Somewhat Imp.	31	30	37	33
Neutral	31	28	22	27
Somewhat Unimp.	25	18	22	21
Very Unimp.	7	13	15	12
TOTALS	100%	100%	100%	100%

The next question asked managers to rate the importance of participating in external political and community activities. The majority of managers (61 percent) felt it was either "very important" or "somewhat important" to participate in these activities.

Small-market managers seemed to believe it was "very important" more often than medium- or large-market managers. Large-market managers, on the other hand, had the greatest percentage (22 percent) of "neutral" responses.

A complex chi square test produced an overall chi square

of 5.78. With significance at 15.50, there was not a significant relationship among managers' rating of the importance of participating in external activities and market size. The null hypothesis was accepted.

Table XXXIII shows managers' feelings on the importance of participating in external political and community activities.

TABLE XXXIII

IMPORTANCE OF PARTICIPATION IN POLITICAL/COMMUNITY ACTIVITIES

	Small N=69	Medium N=94	Large N=83	Overall N=246
Very Important	28%	20%	24%	24%
Somewhat Imp.	35	41	34	37
Neutral	13	14	22	16
Somewhat Unimp.	12	15	8	12
Very Unimp.	12	10	12	11
TOTALS	100%	100%	100%	100%

The final series of survey questions solicited managers' opinions on the single most serious problem facing television in 1992. The survey allowed space for managers to expand on responses, which resulted in a number of very different answers. The majority of answers were categorized into one of the following areas: competition from cable, fragmentation of viewing audiences, government regulation, financial pressures, programming (or the lack of), technology and other responses.

Overall, the majority of managers, regardless of market size, said the most serious problem currently facing television was the threat of increased competition from cable. Thirty-eight percent of all respondents said competition from cable was the single biggest problem facing television. Of the respondents who listed cable competition as the biggest problem, most said that shrinking advertising budgets were the result of increased competition from cable.

Sixteen percent of respondents said they thought audience fragmentation was the most serious problem, while 11 percent said a lack of government regulation on the cable industry was a serious problem.

Percentage-wise, more medium-market managers seemed concerned about audience fragmentation than their small- or large-market counterparts. Medium-market managers appeared more concerned about network erosion than did small- or large-market managers. This could be due, at least in part, to significant cutbacks in network compensation over the past several years. More small-market managers were concerned with financial pressures than managers in medium- or large-markets.

A complex chi square test produced an overall chi square

of 8.35. With a degree of freedom of 14, and a value of 23.68 at the .05 confidence level, there was no significant relationship among managers' opinions on the most serious problem facing television today and market size. Thus, the null hypothesis was accepted.

Table XXXIV shows managers' opinions concerning the most serious problem facing television today, according to market size.

TABLE XXXIV

MOST SERIOUS CURRENT PROBLEM FACING TELEVISION

	Small N=66	Medium N=108	Large N=96	Overall N=270
Cable Compet.	41%	38%	33%	37%
Aud. Frag.	12	19	15	16
Govt. Reg.	11	10	13	11
Financial	11	7	10	9
Programming	5	4	5	5
Technology	5	6	7	6
Network Erosion	0	5	2	2
Other	15	11	15	14
TOTALS	100%	100%	100%	100%

When asked what the most serious problem would be facing television in three years, managers' comments were very similar to answers given in response to current problems.

However, technological advances in high-definition television (HDTV) and telephone company entries as broadcast distribution systems were also popular responses.

Most managers (25 percent) felt that technological advances would be the most serious problem facing television in three years. Twenty-two percent claimed the growth of cable would be the most serious problem, while 10 percent added that the erosion of advertising budgets and dispersal of advertising dollars would be a primary problem facing television and 10 percent thought telephone company entry in the distribution of broadcast signals would be a serious problem.

Whereas technological growth was viewed as the biggest problem in three years among small- and medium-market managers, cable growth was the primary concern among large-market managers. Small-markets showed continued evidence of their financial concerns, noting the dispersal of advertising dollars was a much bigger concern for small-market managers than it was for medium- and large-market managers. Large-market managers appeared more cautious than small- and medium-market managers about telephone company entry into the broadcast signal distribution business.

A complex chi square test resulted in an overall chi square of 31.92. With a degree of freedom of 18, and a significance value of 28.87 in the Table of Critical Values, it was determined there was a significant relationship among managers' opinions of the biggest problem facing television in three years and market size.

The contingency coefficient representing the strength of the relationship between market size and managers' opinions of the biggest problem facing television in three years was .31, meaning the relationship was weak. The null hypothesis was rejected.

A one-way chi square test showed there was a significant difference between small- and medium-market managers who think technology will be the biggest problem facing television in three years. A significant difference was also found among small- and large-market managers who thought technology would be the biggest problem. There was a significant difference between medium- and large-market managers who thought technology would be the biggest problem in three years.

There was a significant difference between small- and large-market managers who thought the dispersal of advertising dollars would be the biggest problem facing television in three years.

There was a significant difference between medium- and large-market managers who thought financial pressure would be the biggest problem for television in three years.

There was a significant difference between medium- and large-market managers who thought government regulation would be the biggest problem facing television in three years.

There was a significant difference between small- and medium-market managers who thought cable growth would be the biggest problem, while there was also a significant difference between medium- and large-market managers who thought cable growth would be a big problem. There was a significant difference between small- and large-market managers who thought cable growth would be a big problem for television in three years.

There was a significant difference between small- and large-market managers who thought relationships with networks would be the biggest problem facing television in three years. There was a significant difference between small- and medium-market managers who thought relationships with networks would be the biggest problem facing television in three years. There was a significant difference between medium- and large-market managers who thought relationships with networks would be the biggest problem facing television.

There was a significant difference between small- and medium-market managers who thought programming would be the biggest problem facing television in three years. There was a significant difference between small- and large-market managers who thought programming would be the biggest problem facing television, while there was a significant difference between medium- and large-market managers who thought programming would be the biggest problem for television in three years.

Table XXXV shows managers' opinions concerning the biggest problem facing television in three years. Responses are listed according to market size.

TABLE XXXV

THE MOST SERIOUS PROBLEM FACING TELEVISION IN THREE YEARS

	Small N=73	Medium N=109	Large N=95	Overall N=277
Technology/HDTV	30%	24%	22%	25%
Cable Growth	12	23	29	22
Ad Budget Down	18	9	4	10
Telco Entry	10	7	13	10
Aud. Fragment.	5	8	7	7
Programming	0	8	3	4
Financial	7	5	3	5
Govt. Reg.	7	4	5	5
Network Rel.	0	6	2	3
Other	11	6	12	9
TOTALS	100%	100%	100%	100%

The final survey question asked managers what advice they would give to aspiring television managers. Again, a variety of responses was received, but several categories were established to represent the responses given.

The most popular advice from respondents was "to learn as much as possible about every area of television." This response was the top response among small-, medium- and large-market station managers.

Among small-market managers, "getting to know the business" was the second most popular response, while among medium-market managers it was "to be flexible" and among large-market managers it was "to work hard."

It was interesting to note that "having fun" was not listed by any small-market managers, but was the choice of nearly 10 percent of medium-market managers. Conversely, "getting to know the business" was not listed by any medium-market managers, but was the choice of 12 percent of small-market managers.

The final recommendation came from large-market managers. Twelve percent of large-market managers' recommendations to aspiring television managers was "to do something else." Only one percent of medium-market managers recommended this and no small-market managers listed this as a recommendation.

A complex chi square test resulted in a total chi square of 51.33. Against a significance value of 41.33, it was determined there was a significant relationship among general managers' recommendations for aspiring managers and market size. The null hypothesis was rejected. A contingency coefficient test was run to determine the strength of the relationship. The test produced a contingency coefficient of .43, meaning it was a moderately weak relationship.

One-way chi square tests were conducted to ascertain where the differences were. There was a significant difference between small- and medium-market managers who thought "learning everything possible" was the best advice. There was a significant difference between medium- and large-market managers who thought "learning everything possible" was the best advice. There was a significant difference between small- and large-market managers who thought "learning everything possible" was good advice.

There was a significant difference between small- and medium-market managers who said "being flexible" was good advice, while there was a significant difference between medium- and large-market managers who recommended "being flexible" to aspiring managers.

There was a significant difference between small- and medium-market managers who recommended "knowing the business." There was a significant difference between medium- and large-market managers who recommended "knowing the business."

There was significant difference between medium- and large-market managers who said the best advice was to "communicate."

There was a significant difference between small- and medium-market managers who advised aspiring managers to "listen."

There was a significant difference between medium- and large-market managers who recommended that aspring managers "do something else."

Table XXXVI shows managers' recommendations for aspiring managers by market size.

TABLE XXXVI

RECOMMENDATIONS FOR ASPIRING TELEVISION MANAGERS

	Small N=57	Medium N=85	Large N=74	Overall N=216
Learn all poss.	32%	28%	22%	26%
Work hard	5	7	14	9
Be flexible	5	16	4	9
Focus on sales	11	8	5	8
Be a leader	9	5	8	7
Have fun	0	9	5	6
Know business	12	0	4	5
Know finances	5	6	4	5
Good hiring	2	2	4	3
Good education	2	4	4	3
Serve community	4	2	3	3
Communicate	4	4	0	2
Listen	0	1	3	1
Other	9	7	8	8
Something else	0	1	12	5
TOTALS	100%	100%	100%	100%

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

General

In this chapter, the study will be summarized, principle conclusions listed, and recommendations for future research stated.

Summary

The purpose of this study was to determine the latest demographic and psychographic characteristics of television station general managers throughout the United States. This information would aid in forming a profile of general managers in 1992.

More specifically, the study analyzed the relationships between managers in different market sizes on a variety of personal and employment-related questions. The following research questions helped guide this study:

1. Are there significant relationships between market size and employment characteristics of managers?

2. Are there significant relationships between market size and managers' perceptions about jobs within television?

3. Are there significant relationships between market size and managers' opinions about the importance of certain activities relating to a managerial position?

4. Are there significant relationships between market size and managers' recommendations for aspiring managers?

Early television managers borrowed many of their philosophies and ideas from radio. Early stations were managed by individuals with no formal training in television. Most of these original managers had been successful in other business endeavors. As television grew, managerial jobs began to evolve into a complex web of technical, promotional, legal and ethical elements which today characterize the work of general managers.

Classical management theories developed by Frederick Taylor, Henry Fayol, Max Weber, Elton Mayo, Abraham Maslow, Frederick Herzberg, Douglas McGregor and Mary Parker-Follett contributed to the growth of management thought and helped define the differing management styles found in television.

Since the 1930s, the background of television managers has evolved from entertainers to sales personnel to individuals with legal backgrounds. A study addressing the demographic and psychographic characteristics of media managers, conducted first by Charles Winick in 1966 and followed by John Rider in the early 1970s, accents the dramatic changes in television over the past 25 years.

Winick and Rider found that the typical media manager in the 1960s was in his early forties. Managers had generally held their current position five years and had been working in broadcasting 12 to 15 years. With regard to education, Winick and Rider found three-fourths of all managers had received some college education, while less than 20 percent had earned college degrees. Forty percent said they had come to their current position from sales.

In 1992, managers are responsible for overseeing a wide scope of functions within their stations, including administrative/personnel functions, legal aspects, sales, programming, operations/engineering, promotion, news and employee relations. Managers today face the challenge of balancing private interests of owners with the public interest of station viewers. As Quaal and Brown stated, "the increasing intricacies of managerial responsibilities and the probability of rapid technological developments require re-defining the basic duties of managers and the future challenges facing managers."

In this study, a survey instrument was sent to 396 small-, medium- and large-market television station managers across the United States. Since the number of small-, medium- and large-market stations differs, a proportional number of surveys was sent to each market size. Specifically, 76 surveys were sent to small-market stations, 164 to medium-market stations and 156 to large-market stations.

This study was limited to commercial VHF and UHF television stations. No public education, religious, Spanish-speaking or low-power (LPTV) stations were included. Also, no cable system general managers were included in this study.

An initial mailing the second week of May, 1992 resulted in the return of 186 questionnaires (47 percent). A second mailing the first week of June, 1992 resulted in the return of an additional 62 questionnaires for a total of 248 returned questionnaires (62 percent).

Of 248 questionnaires returned, five were incomplete and deleted from this study. A total of 243 questionnaires were completed correctly and used for this study, resulting in a response rate of 61 percent. Of the questionnaires used, 66 were from small-market stations, 95 were from medium-market stations and 82 were from large-market stations.

Frequencies and percentages of responses by general managers were then tabulated. Complex (or two-way) chi square tests were run to determine if there were significant relationships among market size and managers' employment data. The following null hypotheses were tested at the .05 level of significance and were accepted:

1. There is no statistically significant relationship between market size and the average age of television general managers.

2. There is no significant relationship among market size and ethnicity of television general managers.

3. There is no significant relationship among market size and the marital status of television general managers.

4. There is no significant relationship among market size and the average number of stations at which television general managers had previously worked.

5. There is no significant relationship among market size and the number of states represented in this study.

6. There is no significant relationship among market size and managers' emphasis of study for graduate work.

7. There is no significant relationship among market size and graduate degrees conferred to managers.

8. There is no significant relationship among market size and managers' recommendations for undergraduate study.

9. There is no significant relationship among market size and managers' recommendations for graduate study.

10. There is no significant relationship among market size and managers' length of time in current positions.

11. There is no significant relationship among market size and managers' area of experience.

12. There is no significant relationship among market size and managers' length of time in previous positions.

13. There is no significant relationship among market size and managers' first job in television.

14. There is no significant relationship among market size and managers' most previous position prior to current position.

15. There is no significant relationship among market size and managers' second most previous job in television.

16. There is no significant relationship among market size and managers' opinions on where upward progress is fastest in television.

17. There is no significant relationship among market size and managers' opinions on areas they would concentrate if starting over in television.

18. There is no significant relationship among market size and areas where managers devote most of their attention each day.

19. There is no significant relationship among market size and managers' recommended areas for apsiring managers.

20. There is no significant relationship among market size and managers' opinions on working more than 40 hours per week.

21. There is no significant relationship among market size and managers' opinions about being visible in the community.

22. There is no significant relationship among market size and managers' rankings of the importance of attending broadcast conventions.

23. There is no significant relationship among market size and managers' ratings of the importance of supporting political/social causes.

24. There is no significant relationship among market size and managers' opinions on the importance of participating in external political and community activities.

25. There is no significant relationship among market size and managers' opinions on the most serious problem facing the television industry in 1992.

Several significant relationships were found as a result of the complex chi square tests. The following null hypotheses were tested at the .05 level of significance and were rejected:

26. There is a significant relationship among market size and gender of television general managers. There were significantly more female managers in small-market stations than in medium-, or large-market, stations. The relationship is weak.

27. There is a significant relationship among religious preference of managers and market size. There are more medium-market managers claiming to be Protestant than in small or large markets. There are significantly more Catholics employed as general managers in large markets than

in small or medium markets. There are significantly more Jewish managers in large markets than in small and medium markets. Likewise, there are significantly more Jewish managers in medium markets than small markets. Large-market managers choose "none" as their religious preference more often than medium- or small-market managers. Medium-market market managers chose "none" as their religious preference more often than small-market managers. More large-market managers chose "other" as their religious preference than managers in medium and small markets. This relationship is weak.

28. There is a significant relationship among station affiliation and market size. The number of small-market managers representing NBC affiliates is significantly more than in medium and large markets. More CBS affiliates are represented in small markets than medium markets, while more Independent stations are represented in large markets than medium or small markets. The relationship is a weak one.

29. There is a significant relationship among education levels of general managers and market size. Small-market managers were more inclined than medium- or large-market managers to have less than a high school education. Large-market managers outnumbered small- and medium-market managers in having only a high school diploma. More small- market managers have some college education than managers in medium or large markets, while there are more large-market

managers with college degrees than in medium or small markets. The relationship is weak.

30. There is a significant relationship among general managers' major field of undergraduate study and market size. Significantly more large-market managers studied radio-television-film/mass communications than did managers in medium or small markets. Also, more medium-market managers studied business than did managers in small or large markets. The relationship is very weak.

31. There is a statistically significant relationship between market size and managers' perceptions as to what the most serious problem facing television will be in three years. Small-market managers think technology will be the biggest problem more so than medium- and large-market stations. Medium-market managers think technology will be a bigger problem than large-market managers. Large-market managers think cable growth will be a problem more than small- and medium-market managers. Medium-market managers think cable growth is a more serious problem than small-market managers. Medium-market managers think programming will be a bigger problem than small- and large-market managers. Large-market managers think programming will be a problem more than small- market managers. Medium-market managers think financial pressure will be more of a problem than do large-market managers, while large-market managers outnumber medium-market

managers that think government regulation will be the biggest problem in three years. Medium-market managers think relations with networks will be a bigger problem in three years than do small-market and large-market managers. This is a weak relationship.

32. There is a significant relationship between market size and managers' advice for aspiring managers. Small-market managers said it is best to "learn everything possible" more than medium- or large-market managers. More medium-market managers think "being flexible" is good advice as compared to small- and large-market managers. Small-market managers outnumbered medium-market managers who said "knowing the business" is good advice, while small-market managers also outnumbered large-market managers who thought "knowing the business" was good advice. There are significantly more medium-market managers than large-market managers who listed "communicate" as their recommendation. Significantly more large-market managers than medium-market managers said their recommendation was to "do something else." The relationship is weak.

Conclusions

From this study, a profile of the television general manager of 1992 can be formed. Given the data collected, the typical general manager of 1992 is a 47-year-old, married white male. He is generally the first child born in his family and his religious preference is Protestant.

The typical general manager in 1992 is a college graduate that studied radio-television-film/mass communications while in school. The chances of today's general manager having a graduate degree are less than 12 percent. If he does receive a post-graduate degree, it will most likely be in business.

The conventional general manager has likely worked at three television stations previously and has been in his current position three to five years. He also worked in his previous job three to five years.

The typical general manager has an extensive background in sales. Generally, his first job was in sales, his second most-previous job was in sales, his most-previous job was in sales and the majority of his experience was in sales. Furthermore, the general manager of the 1990s thinks progression into television management is fastest through sales and would recommend sales as an area of concentration for aspiring managers.

Typically, today's general manager focuses most of his attention each day on sales. He would also concentrate in sales if starting over in the television business.

As far as peripheral activities are concerned, the average general manager thinks it's important to work more than 40 hours per week and remain visible in the community.

He also thinks it's somewhat important to attend broadcast conventions and support political/social issues. Today's general manager thinks it is somewhat important to participate in political and community activities.

The typical general manager thinks the most serious problem facing television today is competition from cable television and in three years will be technology and the introduction and requirements of high-definition television (HDTV).

Finally, the typical television general manager's advice to the aspiring manager is to "learn everything possible about the television business."

There are several differences and similarities in the typical media manager Charles Winick studied in the 1960s and the typical television general manager of 1992. The general manager today tends to be a little older than the typical manager in the 1960s. Conversely, managers today have generally held their positions less time than the media managers Winick studied. Educationally, there is little difference in managers of the 1960s and 1992. In both cases, the majority of managers earned a college undergraduate degree. There is also very little difference in the importance of sales to general managers. Whether in the 1960s or in 1992, more than 40 percent of all managers' professional experience was in sales.

The results of this study clearly show the importance of sales to the business of broadcasting. Whether responding to questions concerning previous experience or questions soliciting opinions on areas of television that are vital to station success, sales is a very important topic to managers. The volatility of the television industry might explain why sales is underscored so heavily by managers.

Demographically, there is a disparity in the number of women and minorities in television management positions. As the number of women and minority employees continues to grow in the workplace, and as more women and minorities assume key positions of leadership in business, few of these opportunities are apparent in television.

It is important to note that, just as television had grown dramatically since first introduced in the 1920s, television's growth does not appear to be slowing down in any way. The industry continues to expand into new areas, creating new challenges for television general managers in the future.

Recommendations

For Aspiring Managers

Advice for students planning a career in television management is summarized in the following recommendations. Current television general managers recommended:

1. College undergraduate students should major in business as the best preparation for a career in television management.

2. College graduate students should choose business as their major field of study in order to best prepare for a career in television management.

3. Aspiring managers should work in television sales to best prepare themselves for future broadcast management positions.

4. Aspiring managers should learn as much as possible about every area of a television station.

For Further Study

While this study sought to determine the relationships of small-, medium-, and large-market managers with regard to specific employment characteristics, it did not solicit comprehensive information about the career paths managers feel are most appropriate and beneficial for aspiring managers. Such a study would help further identify areas of importance to managers of broadcast stations.

When examining the professional background and activities of current television general managers, only a limited number of departments within television stations were listed, namely sales, production, promotions, news, programming, engineering, accounting, traffic/operations and N/A. Because of the large percentage of N/A responses in this study, a more complete listing of departments within stations would help clarify important information about managers.

Because this study was initiated as a stratified sample, it did not analyze relationships of managers with regard to geographical location. Regional studies, or those confined to certain geographical areas, would afford opportunities to examine similarities and/or differences in relationships with regard to location.

This study excluded many television stations throughout the United States. A more exhaustive study including all commercial VHF and UHF stations across the United States could help further identify and profile the television general manager of the 1990s.

While this study examined television general managers' opinions about which areas of television were considered most important, it did not solicit information from managers about why certain areas, such as sales, are so important to television station management. A similar study focusing on why managers think what they do about certain areas of television would aid students and aspiring managers in understanding managerial perceptions.

A Profile of Television Station General Managers Throughout the United States was conducted in 1992. This study suggests, and encourages, future research in the area of television management. Similar studies conducted in the future could help update and more accurately identify the changing roles and characteristics of television general managers.

Concluding Comments

The broadcast landscape is ever changing, as are the demands being placed on current television general managers. For aspiring managers, knowing classical management theories and ideological concepts is no longer enough. Effective television management is the art of combining theoretical knowledge with the practical reality of everyday situations and predicaments. Knowing what do to in given managerial situations and knowing how to initiate and carry out specific functions are characteristics that separate great broadcast managers from the rest.

Television managers must confront the future challenges of high-definition technology, video compression technology and fiber-optic and satellite developments. Managers can no longer sit back and enjoy the rewards of their medium. They must develop a vision for the future, stimulated by the presence of growing numbers of advertising and programming alternatives.

From the results of this study, broadcast managers acknowledge the importance of sales experience in television. Because the sales process involves practically every facet of television operation, experience in this area is a natural precursor for broadcast management.

The overriding message from current managers is that broadcast management is a career that offers many rewards, but expects a lot in return. In broadcast management, it's not enough to work 40 hours a week. Managers admit the importance of working more than 40 hours per week. They also emphasize the importance of supporting community issues, attending broadcast conventions and being visible in the community.

As the television industry continues to change, so, too, will the roles of general managers. In short, broadcast management is a direct reflection of sales success. Whether aspiring managers have a background in it or not, sales is important to the success of current and future general managers throughout the United States.

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100 Pringle, Starr and McCavitt, p. 151.

101 Rider, p. 84.

102 Hilliard, p. 33.

103 Ibid., p. 33.

104 Quaal and Brown, p. 163.

105 Pringle, Starr and McCavitt, p. 125.

106
Quaal and Brown, p. 163.

107
Ibid., p. 309.

108
Ibid., p. 310.

109
Pringle, Starr and McCavitt, p. 192.

110
Ibid., pp. 192-193.

111
Ibid., p. 193.

112
Quaal and Brown, pp. 174-175.

113
Pringle, Starr and McCavitt, p. 76.

114
Ibid., pp. 12-19.

115
Ibid., pp. 12-13.

116
Ibid., pp. 13-14.

117
Ibid., p. 15.

118
Ibid., pp. 18-19.

119
Ibid., pp. 21-22.

120
Ibid., pp. 22-24.

121
Quaal and Brown, p. 13.

122
Ibid., p. 13.

123
Charles Winick, The Television Station Manager, Advanced Management Journal (January 1966), p. 56.

124
Ibid., p. 56.

125
Rider, p. 85.

126
Winick, p. 57

127
Rider, p. 85.

128
Winick, p. 57.

129
Quaal and Brown, p. 12.

130
Winick, p. 57.

131
Rider, p. 83.

132
Quaal and Brown, pp. 8-9.

133
Rider, p. 85.

134
Ibid., p. 85.

135
Winick, p. 56.

136
Rider, p. 85.

137
Ibid., p. 85.

138
Winick, p. 57.

139
Hilliard, pp. 5-8.

140
Quaal and Brown, p. 12.

141
Hilliard, p. 1.

142
Ibid., p. 3.

APPENDIXES

APPENDIX A

COVER LETTER FOR SURVEY INSTRUMENT SENT

TO TELEVISION GENERAL MANAGERS

May 10, 1992

Dear General Manager:

Very little is known about the demographic and psychographic characteristics of current television station General Managers throughout the United States. As a result, a study has been commissioned to more accurately determine the current makeup of broadcast TV managers.

You have been carefully selected to participate in this national survey representing more than 400 ABC, CBS, FOX, NBC and Independent television stations. Knowing that your time is extremely valuable, I hope you will take a few moments to complete the enclosed questionnaire. It should take only about 8 -10 minutes of your time, and your input is *critically important.* This survey is aimed at gathering the most up-to-date information available on television General Managers nationwide.

Your survey has been coded for tracking purposes. However, all responses will remain anonymous and individual answers will be kept in the strictest confidence. Only grouped data will be reported.

I have enclosed a pre-addressed, stamped envelope for you to return your completed questionnaire. **Please return the questionnaire by May 29, 1992.** If you are interested, I will gladly provide you with a summary of the results from this survey once they are compiled. Simply check the "YES" box at the end of the questionnaire.

Thank you again for your cooperation with this project. If I can be of assistance in any way, or if you have questions regarding this survey, feel free to contact me at (806)354-8910.

Sincerely,

Joseph C. Muller
Candidate for M.S./Radio-Television Broadcasting
Oklahoma State University

APPENDIX B

FOLLOW-UP LETTER FOR SURVEY INSTRUMENT

SENT TO TELEVISION GENERAL MANAGERS

June 8, 1992

Dear General Manager:

Recently you were sent a survey designed to determine the current makeup of broadcast TV managers. The purpose of the survey is to gather the most up-to-date demographic and psychographic information available in order to profile television General Managers of 1992.

I feel *your* response is *vital* to the success of this study. If you have already completed and returned the questionnaire, thank you very much for your participation. If you have not, a duplicate survey is enclosed for your convenience.

Won't you please offer information to this study by completing and returning the enclosed survey in the pre-addressed, stamped envelope? The deadline for returning the survey has been delayed so that your very important responses can be included in the results. **Please return your completed survey by June 30, 1992.** All responses will remain anonymous and individual answers will be kept in strict confidence. Only grouped data will be reported.

Thank you for your cooperation in this study. If I can be of assistance to you or if you have questions concerning this survey, please feel free to contact me at (806) 354-8910.

Sincerely,

Joseph C. Muller
Candidate for M.S./Radio-Television Broadcasting
Oklahoma State University

APPENDIX C

SURVEY INSTRUMENT SENT TO TELEVISION GENERAL MANAGERS

PROFILE OF TELEVISION GENERAL MANAGERS MAY - 1992

This survey is designed to gather information about current television station General Managers. All responses will be kept in strict confidence. Only grouped data will be reported. If you have questions concerning this survey, please call (806) 354-8910. **PLEASE RETURN COMPLETED QUESTIONNAIRE BY MAY 29, 1992.**

EMPLOYMENT DATA

1. How long have you held your current position? (check one)

_____ Less than 1 year
_____ 1-2 years
_____ 3-5 years
_____ 6-10 years
_____ 11-15 years
_____ 16-20 years
_____ 21-24 years
_____ 25 or more years

2. What market size does your station represent?

_____ 1-52
_____ 53-139
_____ 140+

3. In what area of television do you have the most experience?

_____ Sales & Marketing
_____ Promotions
_____ Production
_____ News
_____ Programming
_____ Engineering
_____ Accounting
_____ Traffic/Operations

4. How long were you in the position prior to your current position?

_____ Less than 1 year
_____ 1-2 years
_____ 3-5 years
_____ 6-10 years
_____ 11-15 years
_____ 16-20 years
_____ 21-24 years
_____ 25 or more years

5. How many other television stations have you worked for prior to your current station? __________

6. Your current station affiliation is: _____ ABC _____ CBS _____ FOX _____ NBC _____ Independent

7. In what state is your station located? ______________________________

8. Please check the blank under the section that best answers the following questions.

In which area of television:	Sales	Promotions	Production	News	Programming	Engineering	Accounting	Traffic/Operations	N/A
• Was your first permanent job in TV?	___	___	___	___	___	___	___	___	___
• Was your most previous job?	___	___	___	___	___	___	___	___	___
• Was your next most previous job?	___	___	___	___	___	___	___	___	___
• Is upward progress fastest?	___	___	___	___	___	___	___	___	___
• Would you concentrate if starting over?	___	___	___	___	___	___	___	___	___
• Do you devote most of your attention?	___	___	___	___	___	___	___	___	___
• Would you recommend to aspiring TV managers?	___	___	___	___	___	___	___	___	___

-Please turn the page-

9. Please check the column that best rates each of the following activities in terms of their importance to you as General Manager.

	Very Unimportant	Somewhat Unimportant	Neutral (not sure)	Somewhat Important	Very Important
• Working 40+ hours/week	____	____	____	____	____
• Being visible in the community	____	____	____	____	____
• Attending broadcast conventions	____	____	____	____	____
• Supporting political/social causes	____	____	____	____	____
• Participating in external political and community activities	____	____	____	____	____

EDUCATION

10. Your educational background (please check one):
____ Less than high school
____ High school graduate
____ Some college, no degree
____ College undergraduate degree

______________________________ (Degree/Major)
______________________________ (College/University)

Received advanced degree in:

______________________________ (Degree/Major)
______________________________ (College/University)

11. For the student who plans to follow an undergraduate degree with graduate/professional study, what would you recommend for an undergraduate major and for graduate work as the best preparation for a management career in television?

______________________________ (Undergraduate major)
______________________________ (Graduate/Professional study)

PERSONAL

12. Your age: __________

13. Sex: _____ Male _____ Female

14. Were you (please check all that apply):
____ An only child
____ First child
____ Second child
____ Third child
____ Middle child
____ Next to last child
____ Last child

15. Your religion is:
____ Catholic
____ Protestant
____ Jewish
____ None
____ Other: ______________________________

-Please turn the page-

16. Racial/ethnic background: _____ White
_____ Black
_____ Hispanic
_____ Asian
_____ Native American
_____ Other: ______________________________

17. Current marital status: _____ Married
_____ Never married
_____ Separated
_____ Divorced
_____ Widow
_____ Living with someone but not married

18. In your opinion, what is the single most serious problem facing television today?

____

____

____

____

...and in 3 years?

____

____

____

19. What brief message of advice would you give to aspiring television General Managers?

____

____

____

☐ YES, I would like a copy of the results of this survey.

Thank You!

End of Questionnaire

Please return this questionnaire in the enclosed envelope.

Please return by May 29, 1992 to:
Joe Muller
2401 Juniper
Amarillo, TX 79109

If you have questions, please call (806) 354-8910

APPENDIX D

IRB APPROVAL FORM

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
FOR HUMAN SUBJECTS RESEARCH

Date: 03-19-93 **IRB#:** AS-93-056

Proposal Title: A PROFILE OF TELEVISION GENERAL MANAGERS THROUGHOUT THE UNITED STATES

Principal Investigator(s): Charles A. Fleming, Joseph C. Muller

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT NEXT MEETING.
APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD APPROVAL. ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval are as follows:

Signature: Marcia L. Tilley
Chair of Institutional Review Board

Date: March 22, 1993

VITA

Joseph C. Muller

Candidate for the Degree of

Master of Science

Thesis: A PROFILE OF TELEVISION GENERAL MANAGERS THROUGHOUT THE UNITED STATES - 1992

Major Field: Mass Communications

Biographical:

Personal Data: Born in Amarillo, Texas, April 9, 1959, the son of Wayne E. and Patsy Muller.

Education: Graduated from C.E. Donart High School, Stillwater, Oklahoma, in May 1977; received Bachelor of Science Degree in Radio-Television-Film from Oklahoma State University, Stillwater, Oklahoma in December 1981; completed requirements for the Master of Science Degree at Oklahoma State University in May, 1993.

Professional Experience: Sports Reporter/Weekend Sports Anchor at KAMR-TV, Amarillo, Texas, October 1981 to January 1983; Assistant Sports Director of KAUZ-TV, Wichita Falls, Texas, January, 1983 to May, 1984; Account Executive at D'Acosta Advertising, Wichita Falls, Texas, May, 1984 to December, 1985; Director of Marketing and Promotions, Department of Athletics, Oklahoma State University, Stillwater, Oklahoma, December, 1985 to September, 1990; Station Manager of KJTL-TV, Wichita Falls, Texas, September, 1990 to March, 1992; General Manager of KCIT-TV, Amarillo, Texas, March 1992 to present.