

FACTORS ASSOCIATED WITH SELECTING SUCCESSFUL
MANAGERIAL RECRUITS FOR CHAIN
RESTAURANTS WITH A DIVERSITY
TOWARD ENTERTAINMENT

By

DANIEL A. EMENHEISER
||
Bachelor of Science
Pennsylvania State University
University Park, Pennsylvania
1975

Master of Science
Purdue University
West Lafayette, Indiana
1977

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Thesis Approved:

Linda M. Vment

Thesis Adviser

Lloyd Wiggin

B Baker Baberney

Geipw. Duggan

Norman D. Burson

Dean of the Graduate College

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CHAPTER I

INTRODUCTION

During the 1980's, the hotel and restaurant industry or hospitality industry will undoubtedly become more closely attuned with the various components of the entertainment industry (51). In recent years, the hospitality industry has rapidly expanded into a variety of entertainment services. Examples include resorts, theme parks, specialized restaurant formats, casinos, tennis clubs, dinner theaters, night clubs, and discotheques. Interest in these and many other new and unique forms of entertainment has been stimulated by the rapid growth in spending on entertainment by young and not-so-young, affluent customers. In many cases, the hotel and restaurant operator is no longer just competing for the food or lodging dollar, but for a share of the entertainment or leisure dollar as well (13).

It now seems quite clear that the new generation will view leisure quite differently--as a birthright, and as one of the most meaningful aspects of their lives (36). There will be a greater-than-ever demand for entertainment and recreational services as leisure time increases (43). Coffman (8), in his latest book, Hospitality for Sale, indicates that the management and marketing implications relating to this phenomenon are far-reaching. Coffman states that

Today's \$150 billion leisure market is a complex and dynamic arena. Americans have increasing amounts of leisure time to pursue their interests, more money to spend on them, and are

demonstrating a greater willingness to do both. Projections for 1985 indicate leisure-related expenditures will approximate \$300 billion. This is double today's level (p. 22).

The innkeeper and restaurateur have a special opportunity to appeal to this mobile and moneyed audience, because their restaurants and lounges can be used to provide the wanted change of scene. A variety of entertainment alternatives can be offered which are often unavailable at home, i.e., unique food and beverages, live entertainment, dancing, and many others (23). Buchanan (6), in the article "What is the 'New Breed' of Manager?" confirms that leisure is an accepted activity today, with a thriving industry to support it. However, he adds that,

The problem facing food service owners and managers today is how to adequately prepare for tomorrow's business conditions, to ensure survival in the years ahead. A key aspect of this problem involves the caliber of management talent available both today and tomorrow (p. 61).

It is the former statement which is of utmost concern to this research study. This is important, as Lange (28, p. 28) indicates in "Why People Change Jobs in Hospitality," "Almost 90 percent of all managerial turnover in the hospitality industry occurs within the first 90 days, and approximately half of this turnover occurs within the first 30 days." This high turnover results in substantial direct and indirect costs to the employers. Recruiting the successful candidate is becoming more complex, because today's manager must have a greater diversity of preparation and a greater depth of understanding in numerous areas of expertise (40).

Statement of the Problem

The problem that this study addresses is the fact that there is not an adequate supply of information available relating to the qualities desired by recruiters in selecting successful managerial recruits for chain restaurants with a diversity toward entertainment. In many instances this problem has not been adequately addressed by industry recruiters and educators (38). A case-in-point is indicated by Levie (29), President of the Los Angeles-based Gullivers, as he remarks that his corporation has not developed a characteristic profile of the successful manager. Likewise, many university curriculums have not adapted to the needs of the future to properly prepare students (3). Toward this end, effective communication between industry (in many cases, the recruiters and personnel directors) and educators is essential (50). The important factors relating to the successful manager need to be determined. Once this information is acquired, hospitality educators will be capable of better preparing students interested in this field. Likewise, recruiters should be able to better select the most appropriate candidate.

Purpose of the Study

The purpose of this study was to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. This information will be solicited from restaurant companies located in the United States, all of which exhibit a diversity toward entertainment. Questionnaires will be mailed to the recruiters for these

companies with the request that they complete and return the instruments. The questionnaire will contain a list of factors relating to the company's new managerial recruits, and the recruiter will be asked to indicate the importance of each factor on a scale of from five (high importance) to one (no importance).

Need for the Study

Finch and Crunkilton (15), in their book, Curriculum Development in Vocational and Technical Education, state that decisions made by curriculum planners should be futuristic. The authors further indicate that decision makers who do not think in futuristic terms, will only stifle the growth and development of the educational program under consideration. University educators must know which activities will actually constitute the manager's job if they are to design and implement programs to prepare the hospitality manager of the future (26).

The hotel and restaurant industry is now becoming so diversified that administrators and faculty of hotel and restaurant administration programs, as well as industry representatives, should be taking a serious look at present curriculums. This will enable them to determine whether or not these curriculums are flexible enough to allow those students with individualized or specialized goals, the opportunity to acquire the needed skills and knowledge to function effectively upon graduation in industry in their chosen area. Specifically, this study will focus on those students interested in an initial management career in restaurants with a diversity toward entertainment. One of the intents of this study is to develop recommendations for university hotel

and restaurant programs to better prepare students to enter this particular field, based on the information acquired from the conducted research. A list of the most important factors describing the successful type of candidate is needed to allow hotel and restaurant curriculums to better train such managerial personnel. Also, this information will better enable recruiters to hire the candidates who are most apt to be successful in this challenging career choice. This is extremely important, because restaurants with a diversity toward entertainment are becoming more prevalent.

Objective of the Study

The objective of this research study is to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants, with a diversity toward entertainment.

Limitations

The current state restaurant association executives, as identified by the NRA 1979 - 1980 Directory (41), were contacted to identify the chain restaurants in the United States, which exhibit a diversity toward entertainment. Based on this information, the recruiters for each of these identified chains were mailed a questionnaire asking them to rate, on a scale of five to one, the characteristics of the successful managerial recruits for their restaurants.

Definition of Terms

The following definitions are included to enhance the understanding

of this study:

Restaurant, With a Diversity Toward Entertainment: this property not only serves food, but also exhibits a blending of unique characteristics, possibly in regard to such areas as decor, atmosphere, music, service style, and menu. The total product/service mix for this restaurant will have an emphasis on entertainment. This means that when guests are at the restaurant, they are not only having a meal, but are being entertained as well.

Restaurant Chain: a company owning more than one restaurant of a similar format and name. This includes both regional and national chains, with the exclusion of hotel chains.

Recruiter: the company representative who selects, interviews, and hires a managerial candidate or recruit.

Successful Managerial Recruit: the person who will be most effective in terms of management capabilities, upon being hired by a company. This person possesses a diversification of qualities, and must be prepared to become a good business person and a committed restaurateur (62).

CHAPTER II

REVIEW OF LITERATURE

Introduction

The purpose of this study is to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. This information will be acquired from the results of questionnaires completed by recruiters for these restaurants, all of which are located in the United States.

The review of literature is divided into three sections. First, a discussion of chain restaurants with a diversity toward entertainment is presented. Characteristics of successful managers are discussed in the second section. The third section of this review deals with previous and similar profile research.

Restaurants With a Diversity Toward

Entertainment

In the March, 1980 issue of NRA News (11) a very interesting article entitled, "Dining for Entertainment," describes restaurants with a diversity toward entertainment, in these statements:

In short we are talking about experience--food, decor, table-setting, service, and show business. 'Ambience quotient' is a new, but significant addition to restaurant terminology, broadening the range of factors contributing to dining out enjoyment.

According to marketing/advertising professional Ron Plummer, eating out is currently competing with other forms of entertainment.

'Entire evenings are being spent in dining establishments,' Plummer said. He continues, 'Discos, lounges, and entertainment are in more and more operations, while restaurants pay closer attention to creative merchandising.'

Promotions are one way to add excitement to the eating experience, ranging from special food promos to planned events. 'The key is to stress the entertaining aspect of dining, encouraging guests to stay longer and enjoy themselves more.'

Successful dining for entertainment restaurants combine three elements: food, decor, and menu. It means menu selections must not only taste good--they must also sound and look appetizing.

According to consultant/designer Ron Masters, restaurateurs should attempt to take people away from their 'every day hassles.' Dining out should provide a relief from tension and anxiety; it should combine relaxation, fun, and a touch of make-believe.

A restaurant can offer customers a world all their own. Today, people are open to new experiences in food, drink, and atmosphere.

Getting diners involved is another merchandising landmark, with operations sporting everything from soup to salad to dessert bars. The latest addition to this list is the increasingly popular wine bar, allowing diners to order many varieties by the glassful.

According to a recent NRA study on the dinner house market, people are willing to travel almost twice the distance to a dining for entertainment restaurant. (The study defines dinner house as an upscale tableservice establishment deriving a large proportion of its sales from the recreational dollar.)

For the 1980's, dining for entertainment will be of even greater importance as people place more and more value on their leisure time activities. The food service industry--in an ideal spot to capture and secure this market--should set its sights on providing a winning combination of food, fun, flavor, and fantasy (pp. 1-2).

Weeks (63), in his article, "Tapping the Golden Market," indicates that eating out represents an incomparable form of social contact. Many people choose to entertain in their favorite restaurant because

entertaining at home is too much of a task. Weeks indicated that many people go out to eat for pleasure, entertainment, and fun.

The Gilbert/Robinson Corporation may be the food service industry's most creative company, states Czajkowsky (7) in the article, "How Does Kenneth Hill Do It?" Ken Hill is president of the 41-unit, Kansas City-based Gilbert/Robinson Corporation, which includes Houlihan's, Sam Wilson's, Annie's Santa Fe, and other restaurant formats. It is Hill's responsibility to make sure that the \$60 million-a-year chain stays creative. But his most important contribution as he sees it, is the managers he has been able to attract.

Czajkowsky (9) indicates that sales for the Gilbert/Robinson Corporation should be more than \$100 billion in two or three more years. Gilbert/Robinson is planning to expand at an annual rate of about 10 units, most of which will be Houlihan's. "The interiors in a Houlihan's Old Place are a colorful blend of antiques, artifacts, strong colors, and greenery that create an entertaining environment," remarks Planck (46, p. 38) in his article, "Gilbert/Robinson: Diversity to Match Changing Markets." Planck adds that the decor at Houlihan's is fun, as is the food--everything from hamburgers to steaks, crepes, and escargot. Platters with eye appeal capture customer interest once inside. To keep Gilbert/Robinson menus exciting to the public, all menus are changed three times a year. Furthermore, the chef at each restaurant has the latitude to offer as a special, any item he wants, upon approval from headquarters (9).

Richard May, Vice-President of Operations for the Gilbert/Robinson Corporation, emphasizes, "The entertainment has obviously been successful for our properties. You have a restaurant that normally

dies at 10:00 p.m. and all of a sudden, you are doing business until legal closing" (47, p. 59). The entertainment component of the Gilbert/Robinson restaurants produces increased sales. Sales in restaurants that have dance floors are significantly higher than in similar restaurants without dance floors. The entertainment has obviously been successful (47).

The Oklahoma City-based parent company, Sirloin Stockade, has developed a new restaurant concept coined Fred Gang's. Currently there are several successfully operating Fred Gang's, and plans call for as many as six new restaurants a year, over the next several years (56). In the Restaurant Business article, "Fred Gang's Busboys Keep Tables Hopping," the following description was given:

At Fred Gang's, they do so much so that there is rarely an empty seat, up to a two-hour wait for a table on weekends--and even a magician who is hired to entertain the waiting guests in the entrance lobby on weekends. There is one slight snag about this entertainer, admits the manager of the Memphis unit: 'Sometimes, even when their table is ready, guests ask us to hold it for a couple more minutes, so fascinated are they with the tricks' (p. 138).

When you walk into a Fred Gang's, it is almost as if you had wandered into an old country store. There are barber chairs, bags of feed, old cash registers, trinkets--even a rare Shaker washing machine--and a scarecrow atop the salad bar keeping an eye on it all. Behind the crazy decor, there is an element of fun. The diners enjoy it and so does the staff (p. 140).

The big attraction at Fred Gang's is the 30-foot salad bar, containing 42 different items, which helps to generate a strong lunch sales. Lunch is generating 40 percent of sales. As it expands Fred Gang's, Sirloin Stockade plans to continue tailoring the decor to the local market. The one Oklahoma City Fred Gang's even exhibits a very prestigious discotheque (56).

Another Oklahoma City-based restaurant, Applewoods, is soon to become a multi-unit operation, according to a recent Food Service Marketing article (2). Applewood's is a contemporary styled structure of 9,100 square feet, with open beamed ceilings. Entrance to the \$1 million restaurant is through an impressive portal, and off from the lobby is a private club seating 75 guests. The decor is quite spectacular and includes a large wood-burning fireplace, several 30-foot live trees, and a 300-gallon fish tank holding rare fish mainly from South America. The fish tank is built into a common wall, so it can be viewed from either the club or the dining area. In the center of the four dining rooms is a 30-foot-high atrium containing a variety of green plants. There is even a glass enclosed exhibition kitchen in the foyer that displays the baking of apple fritters, pies, and rolls, offering another point of interest for patrons. And finally, as diners are seated, waitresses carrying baskets of hot apple fritters, circulate throughout the dining areas.

Similarly, Harley Hotels' Sigeer's represents a dramatic departure from the typical hotel restaurant. In addition to a contemporary setting and distinctive menu, each Sigeer's offers a "food theater."

The theater gives food service an opportunity to showcase the things it does best. It is an activity center/exhibition area where guests are treated to a 'show' of specially prepared foods. Fancy hot hors d'oeuvres, such as frog legs and escargot, a soup station, cappuccino machine, and other coffees highlight the finale--freshly baked bread (21, p. 31).

A very sophisticated private club-restaurant chain is elan. The Houston club won a 1977 Institution's Interior Design award. Designer Ted Heesch, President of Theodore M. Heesch, Inc., and an elan partner, remarks, "We wanted an environment that would appeal to all the senses"

(20, p. 30). He continues, "This place is just one big party, that is all it is" (20, p. 30). The structural configuration of the Houston elan offers a multilevel, flexible space in which are located the club's varied activities. The patrons at elan can move from the entry to any of five areas; they can dine and/or ascend the stairway to the bar and the adjacent Backgammon Terrace (20).

At the Stage Door restaurant in Ann Arbor, Michigan, there is a strikingly theatrical explosion of burgundy, red, orange, and gold stripes. Clusters of theater posters and photographs dot the walls. Burgundy velour cafe-style curtains rim the booths. The effect is warm and exciting; it is almost like a big-city theater (60). In the same regard, the line between lighting as entertainment within a restaurant, and lighting as decor is hard to distinguish. Rodewig (51) in "Restaurant Entertainment in the 80's," indicates that "a combination of computer technology and imaginative design can create dramatic visual atmospheres that would seem to fall in the former category" (p. 88).

Fink (16) explains in his article, "Chicago Embraces Casual Elegance," that, "George Badonsky's (a Chicago restaurant builder and owner) newest Chicago restaurant, George's, falls between a cabaret and a supper club, but food receives equal billing with entertainment" (p. 74). Green (18), in the article, "George Badonsky," adds:

His restaurants are vehicles for his eclectic interests that run the gamut from food and wine to design, art and music. His newest restaurant, George's, changes from a 'chic' eatery during the day to a 'hot' restaurant-cabaret in the evening where Ramsey Lewis, Flora Purim, and others perform on stage (p. 96).

Several established, formal Chicago restaurants like Cricket's and Arnie's have recently added wine bars (16). At the famous Arnie's, customers come, not only for dinner, but for the evening. Even the servers at Arnie's add to the excitement, as they are young, attractive college students who are bright and full of enthusiasm. They display a very positive attitude. Packer (42), in her article, "Arnie's North Art Deco Madness and a Stunning Success," explains that

Arnie Morton's (the owner) area of expertise--self-proclaimed showman that he is--is clearly the ambiance of the operation, a word he enjoys using as much as possible. 'Ambiance is everything that is around you. It is the feeling, the environment, the setting, the architecture,' Morton says (p. 29).

Packer states,

It is Morton's belief that what has happened is that the industry realizes that ambiance is beginning to ring the cash register, and that an exciting environment is now extremely important. When the package is put together properly--the food, the ambiance, the service, at a reasonable price, a restaurant owner or manager can have a big winner (p. 29).

Maas (32) agrees, "Those who say that less attention should be paid to the decor and more to the food perhaps are not paying enough attention to the total experience. It is all important" (p. 29). In her article entitled, "Frederico Fettucini's Thatsa Nice, But Thatsa Italian?", Maas describes Frederico Fetticini, a very popular suburban Detroit restaurant, whose owner is currently considering possibilities for expansion into new units. The owner, Mike Ilitch, who was a former professional baseball player for the Detroit Tigers, remarks, "I select managers who are easy to get along with, and they in turn do their own hiring. My philosophy is, do not make life complicated. Be friendly, warm, and courteous and you cannot help but win" (32, p. 31).

Stanley Stegmeyer's Hodgepodge, a Richmond, Virginia, restaurant, is in essence a dozen restaurants under one roof. Customers want to come back time and time again for new experiences. In the article, "Hodgepodge: A Monument to Fantasy," McFadden (35) states,

The restaurant is, in fact, such a hodgepodge that management has printed a menu which doubles as a map for customers to find their way around and to keep as a memento. What they discover, if they do not get lost enroute, are twelve different dining areas, four for drinking, and a beautiful piano bar (p. 86).

The waiters and waitresses reinforce the whole hodgepodge theme, dressing as Superman, Batman, and many other celebrities.

Max and Erma's is a hamburger emporium originating in Columbus, Ohio, which does a terrific bar business. Max and Erma's are now in many locations, and each offers a fun-filled evening of entertainment including game rooms, dancing, drink promotions, and contests. An added attraction are the old-time telephones on every table. McFadden (34) explains the telephones in her article entitled, "Max and Erma's: A circular Feast," by stating,

Each table has a number above it, and the telephones are hooked up for conversations between tables. If you would like to introduce yourself to an attractive customer at table 62 or 80, you can just ring them up and chat (p. 45).

Representing two very unusual restaurant formats in the independent sector are the Medieval Manor in Boston and Lily Langtry's in Old Bridge, New Jersey. Lillo (31), in the article, "Specialty Operators Emphasizing a 'Back to Basics' Approach," explains as follows:

The Medieval Manor stages medieval feasts nightly in a 'pseudo-King Arthur' setting. Diners are seated by court jesters and greeted by a king who invites them to eat their meal with their hands (no silverware is provided).

At Lily Langtry's, diners are entertained nightly by cabaret performers, contributing to what owner-manager Roy Matthews terms a 'relaxed, unstructured, party atmosphere' (p. 54).

Lillo concludes by stating, "Concepts such as the Medieval Manor and Lily Langtry's satisfy customers' desires for fun and entertainment as adjuncts to good food" (31, p. 54).

A new, growing, and unique chain is Cajun's Wharf, based in Little Rock, Arkansas. The restaurant, located in Little Rock, seats 500 and offers somewhat exotic Cajun cooking. Moore (39), in the article, "The Bayou Comes to Arkansas," explains that Cajun cooking is not the only specialty of the house. Moore further remarks,

The owners actively promote an entertainment business-- and budget \$300,000 yearly for it. Nightly from six until nine o'clock, a Dixieland band plays in the Sazerac bar and after nine, a jazz ensemble or a Las Vegas-type entertainer performs until one o'clock (p. 116).

While its presentation has changed, offering entertainment in combination with food and beverages, is not a completely new idea. For example, the discotheque format follows in the footsteps of ballrooms in the Big Band era and teen hangouts of the juke box generation (14). D. O. Mills and Company, a dinnerhouse in San Diego and other locations, offers a refined concept of a discotheque for a dinnerhouse. In the club adjacent to the popular and profitable restaurant, one can hear the sounds of Benny Goodman, Artie Shaw, the Bee-Gee's, and Donna Summer (27). According to Charles Senkler, President of Freedom Electronix, and the discotheque consultant for D. O. Mills and Company, a properly designed discotheque can be used to appeal to a variety of age groups. Senkler says,

A discotheque is a controlled environment, based on the use of sound and light and a recorded music library.

With that package, which is modifiable, you can develop an entertainment program that fits any customer profile (27, p. 78).

The owners of the restaurant-discotheque indicate,

We get an excellent crowd mixture. During an evening, you will see a very interesting and subtle change from 8:00 p.m. until closing at 2:00 a.m. It spans the extremes of both age and socioeconomic standing, from start to finish (27, p. 80).

In both the discotheque and restaurant at D. O. Mills and Company, profitable specialty drinks are marketed in attractive glasses. Kordic (27) indicates in the article, "Disco: D. O. Mills Serves it After Dinner, With Drinks,"

Margaritas are served in 16-ounce, wide-bowl glasses. Draft beer is served in beer mugs, which are frozen in special freezing units. Irish coffee glasses and brandy snifters are heated using a behind-the-bar booster heater system with hot water hoses (p. 81).

Even private country, city, and military clubs across the nation are beginning to stage special events and hiring quality entertainers to boost the use of their clubs and also to compete with the many local contemporary restaurants. The clubs are offering theme meals, staging theatrical productions, wine-tastings, gourmet buffets, etc. Lillo (30) in her article, "Private Clubs Fighting Obstacles" delineates,

In the past, these clubs traditionally relied on dance bands and fashion shows to satisfy their members' entertainment demands, but today the trend is toward disco or popular music, and occasional appearance by top name performers. For example, the Blackhawk Country Club in Madison, Wisconsin, has booked singer Dolly Parton to appear at its 'Night in Nashville' celebration (p. 74).

In concluding this section of the review of literature it is quite apparent that restaurants with a diversity toward entertainment will attain an increasingly prominent position within the hospitality

industry in the 1980's (49). This restaurant format will place many new and challenging demands upon the restaurant manager.

Today's lifestyles and changing demographics indicate that people are more likely to seek entertainment and look for new experiences than ever before. There is an ever-larger market of individuals and couples with the time, money, and desire to get into the larger world of recreation and entertainment (23). Introducing entertainment facilities or adaptations into a restaurant can increase the food and beverage business by expanding the market segments and peak operating hours. An increase in perceived value is being sought by people today, and will be for several years into the future. People are returning to places which give them more of an evening's experience for their dinner dollar. This is where entertainment comes in (14).

Thus, as Rodewig (51), in his article entitled, "Restaurant Entertainment in the 80's," emphasizes:

There are many compelling reasons to consider broadening a restaurant's appeal by adding some form of entertainment other than mere food. Providing quality entertainment is an excellent way to keep customers from going down the street to a bar or a movie theater after dinner. Many restaurants have successfully integrated dining, dancing, or other entertainment components into a contemporary setting. The 1980's will witness the rebirth in a slightly different form, of the nightclub--good food, good entertainment, and good company, all under one roof. When gasoline hits \$2.00 a gallon there will be more than a few good reasons not to go driving all over town (p. 87).

Characteristics of Successful Managers

According to the article, "The Job Market: The Great Talent Search" (59), the economic slowdown has not halted the hospitality industry's expansion, and the need for qualified managers has not yet

crested. Wayne Hammond of the rapidly growing Wayne Hammond Group, Burlingame, California, describes a new type of food service candidate as "one with a good background in marketing and product development, possibly with experience in a large consumer corporation; this person would be attractive to restaurant chains today" (59, p. 27). Art Ritt, President of Ritt and Ritt, a recruitment company located in Des Plaines, Illinois, adds that there is a definite need for middle managers for theme restaurants, and that finding qualified people for these jobs is a challenge (59).

The hotel and restaurant industries are extremely demanding on a manager; they require long hours and a high tolerance for stress (33). In an article written by Varner (62), President of Host International, Inc., he states:

A good restaurant manager is an unusual person. First, he must be a good businessman and be able to operate a restaurant profitably. If he cannot do at least this much, nothing else matters; the restaurant will not be in business long. But it is not enough just to be a good businessman. It is equally important to be a committed restaurateur able to please people and give them what they want. We find that too many graduating students who possess an enviable number of business skills, lack the motivation to serve and the desire to please their customers. A restaurateur also needs a thorough knowledge of food (p. 8).

Varner (62) adds that those involved in hospitality education are preparing students for one of the most demanding of industries. Hospitality does not lend itself to a regular eight-hour day, five days a week. Nonetheless, the industry challenges the individual more than the majority of businesses do.

Powers (49), in the article, "Hospitality Management Development for the 1980's," states that many observers argue that one of the industry's major challenges is to develop better human skills in its line

management. Powers adds, "The need for improved human management skills is hardly likely to be reduced during the coming decade. We can expect that the human skills of managers will become even more important in the future" (p. 41).

Robert N. Mills, manager of General Electric's college recruiting and entry-level programs, states that today, and more so in the future, "A manager had better be very good in his functional expertise and interpersonal skills" (43, p. 76). Interpersonal skills consist of those personality traits, communication processes, management techniques, appearance factors, and personal attributes that every manager must develop to interact successfully in industry. These skills are critical to managerial success (4).

Pascarella and Cook (43), in the article, "2000: Future Focus Management - Can You Win?", delineate the following characteristics of future managers:

1. More of them will be women, and more will be of ethnic and racial backgrounds that are not being widely utilized today.
2. Broader persons intellectually, i.e., capable of relating their business life to the wider stream of human experience.
3. More sensitive to corporate responsibilities.
4. Much greater political sophistication (p. 79).

Another very important characteristic of the successful manager is related work experience. Recruiters today are looking for people who know, from first-hand experience rather than textbooks, what the hospitality industry is about. It is also important to realize that more and more, major restaurant and hotel chains are turning to universities with hotel and restaurant administration curriculums, for

qualified candidates (61). Consequently, the momentum of managerial recruitment in the hospitality industry is definitely growing (59). The hospitality industry sorely needs knowledgeable, experienced individuals to enter its managerial ranks, but even the graduates of four-year hospitality education programs often lack practical work experience. It is clear that the provision of meaningful and applicable work experience during the college years would benefit both students and the industry as well (12).

Work experience is so important to the Columbus, Ohio-based Max and Erma's chain, that most of their managers are promoted from within the organization. Joyce Younger, Vice-President of Operations, explains:

Being in charge of operations is a pretty broad area, but choosing the right people is the most important thing I do. Our managers have to have the right chemistry regardless of their background. Our theory of management has always been to promote from within. Obviously I am a strong believer in this. However, we are at a very critical point right now, because we are short on employees who can move into management positions. Our growth is exceeding our ability to promote people from within the company. I am concerned that we may have to go outside the company to find competent managers, something I do not feel comfortable doing (34, p. 50).

The situation described by Joyce Younger is definitely of prime concern for several reasons. When hiring a graduate of a hotel and restaurant school, it has been the experience of Host International, Inc., that it takes about three years, on the average, to turn this person into a capable, effective manager. Some make the transition sooner, and some need more time. The important factor to recognize first is the trainee's specific characteristics and needs, and to provide, at each step along the way, the management development training

that meets those needs (62). Even though, in 1977 there were more than 1,000 college graduates in the United States, entering the hospitality industry, the described initial training period is quite important. It should be noted that during the first several months of training, some chains are finding that 20 to 25 percent of the trainees leave the company (58).

Following through, companies need to identify skills and characteristics of potential managers to improve the hiring and training processes. These characteristics must be matched with the job requirements. Selection procedures for new managers must be geared to acquiring competent individuals who can deal with the increasing challenges of tomorrow's business environment (52).

An example of identifying desired managerial skills is exemplified by a Carnegie Institute Study (22) where 70 large corporations were asked what skills or traits they considered most important to business success. Approximately 70 percent of the respondents cited "the ability to get along with people" as essential. They listed the following requisites for fulfilling this primary goal:

1. The ability to work cooperatively with others in a group.
2. The ability to communicate, i.e., to talk, teach, and persuade.
3. Enthusiasm, including initiative and drive.
4. Appearance, including neatness, proper dress, and manners.
5. Balance, i.e., emotional and personality balance.
6. Leadership, i.e., the kind that others are impelled, not compelled to follow (p. 1).

The Carnegie Institute Study concluded that 15 percent of success is due to technical competence, and 85 percent to interpersonal skills. It needs to be noted that, just as technical skills can be acquired, so also can interpersonal skills be acquired and improved upon.

Following through, hospitality curriculum planners should consider the traits of those most successful in the field, when educating current students and determining curriculum content. This assessment is critical (15). Students should be given the opportunity to develop these skills and abilities as part of their planned college education. A specific example of the traits of the successful manager is cited by Sasser (54), Director of Personnel, T.G.I. Friday's Inc., Dallas, Texas. The basic characteristics Friday's looks for in a managerial applicant are the following:

1. Common sense.
2. Good decision-making ability and good judgment.
3. People with many accomplishments.
4. Mature business sense.
5. A good intellectual balance between analytical factors and people factors.
6. Awareness and sensitivity to food quality, cleanliness, service, and the non-tangibles.
7. Attractive people with positive attitudes and a good self concept.
8. People who work smarter, not harder.
9. Creativity.
10. Good organization.

Sasser summarizes by indicating, "Most of all we look for people who have physical, intellectual, and emotional stamina with an unflinching energy toward being successful" (personal communication). The

characteristics delineated by Sasser are quite similar to those resulting from the Carnegie Institute Study (22).

Kincaid (25), Vice-President of Personnel for Gilbert/Robinson, Inc., states that in addition to all the technical skills required-- food and beverage knowledge, bartending, service procedures, and others--the successful manager of a restaurant with a diversity toward entertainment is

aggressive, has an outgoing personality, high energy level, and the ability to think on one's feet. This industry does not really lend itself to an individual who is more inclined to sit down and study a problem out or work it out on paper, but must be one who can react quickly and make decisions at the time. An individual in this business must be flexible in that he cannot always plan his day, for he must take care of the more immediate problems (personal communication).

The preceding represents a thumbnail sketch of the successful manager.

Another corporate vice-president, Meyer (37), of the Houston-based McFadden Kendrick Corporation, shares the following profile characteristics:

1. Actual working experience in the various food and beverage areas (bar, kitchen, service, etc.).
2. Energetic (hardworking), creative, and marketing oriented.
3. Sensitivity to the aesthetic values of life, applications to music, sound, and light levels.
4. Flexibility, non-resistance to change in an ever-changing industry.

The preceding characteristics form the profile of the very professional managers employed by McFadden Kendrick Corporation, a company owning some of this nation's most stylish restaurants with a diversity toward entertainment.

Haskell (19), Vice-President of Finance and Administration for Lettuce Entertain You Enterprises, headquartered in Chicago, states:

Basically, at Lettuce Entertain You, we look for someone with a combination of front-of-the-house and back-of-the-house experience. Organization, common sense in business, good rapport with both employees and customers, self-awareness, and self-confidence are also important components of the characteristic profile (personal communication).

Haskell further remarks, "It is always important for this person to be aware of his own pluses and minuses." The Lettuce Entertain You Enterprises includes the following restaurants: R. J. Grunts; Fritz That's It; The Great Gritzbe's Flying Food Show; Jonathan's Seafood; Lawrence of Oregon; The Pump Room; and Bones.

Potter (48), Personnel Representative for the Ground Round restaurant chain owned by Howard Johnson's, remarks that the research study, "Factors Associated With Selecting Successful Managerial Recruits for Chain Restaurants With a Diversity Toward Entertainment," could be a great help to people in his position around the country. Potter explains,

The characteristics we are looking for in our applicants for management trainees include young thinking individuals who are 'in on things.' They may, possibly at first, have to work long hours in order to grow with our organization in the future. They should have some food and beverage background, be organized, outgoing, mature, a self-starter, and well-educated. We are also starting to look for some computer involvement in their background because of our future systems. However, if someone comes in who really wants to work, is clean cut and excited about the possibility of employment with us, we would probably start that individual also (personal communication).

Potter adds, "It is really a whole spectrum of characteristics with just the right combination to impress a recruiter in a personal interview" (personal communication).

As Kent (24) indicates in his article, "Providing Hotel Students With Accurate Career Information: Two Atlanta Surveys," industry

executive profiles are invaluable. They lead to:

1. A better informed, more realistic student.
2. Better counseling by Hotel and Restaurant Administration faculty.
3. Enlightenment among industry leaders.
4. A reduction of the disillusionment that arises from overblown employment expectations (p. 24).

Curriculum planners need to provide enough flexibility to be able to successfully cater to the individual needs of each student. Individualized industry work experiences and recommended electives are two methods, among many others, currently available to aid in the individualizing of instruction. Also, an outstanding and informed adviser--one who is willing to listen and help--is a necessity in this regard. The specific learning goals for each student should be based on an understanding of the wide differences in personalities, interests, backgrounds, and abilities (1).

Related Characteristic and/or Factor

Profile Research

Shingleton and Scheetz (55), in their publication, Recruiting Trends 1979-80, summarized in great detail a study of 471 businesses, industries, governmental agencies, and educational institutions employing new college graduates from Michigan State University.

Shingleton is Director of Placement at Michigan State University, and Scheetz is the Assistant Director of Placement. Their publication is explained as follows:

This report is a summary of the Ninth Annual Recruiting Trends Survey conducted by Placement Services at Michigan State University for 1979-80. Four hundred and

seventy-one employers from a cross-section of business, industry, government, and education were surveyed for this study. The results include information pertaining to trends in hiring new college graduates, anticipated starting salaries, campus recruiting activities, and other related topics of interest to college recruiters, placement officers, educators, career counselors, and students (p. i).

A particular segment of this research study (55) is directly applicable to determining the important factors relating to recent college graduates. Fifty-one factors or characteristics were listed, and were rated by the recruiters as per the following scale:

- 1 = High Importance
- 2 = Above Average Importance
- 3 = Average Importance
- 4 = Low Importance
- 5 = No Importance

In reference to the delineated factors and the above rating scale, the recruiter was asked, "When recruiting new college graduates for employment in your organization, how important is each of the following factors?" The 51 factors are as follows:

1. Ability to get things done.
2. Initiative.
3. Honesty and integrity.
4. Dependability.
5. Common sense
6. Oral communication skills.
7. Interpersonal skills.
8. Motivation to achieve.
9. Reliability.
10. Judgment skills.
11. Adaptability.
12. Academic major.

13. Decision making skills.
14. Intelligence.
15. Attitude toward work ethics.
16. Personality.
17. Developed work habits.
18. Career and work aspirations.
19. Innovative ideas.
20. Written communication skills.
21. Aggressiveness.
22. Previous career related work experiences.
23. Degree level and reliability.
24. Expertise in major field.
25. Willingness to take extra assignments.
26. Technical expertise.
27. Part-time and/or summer work experiences.
28. Grade point average (major).
29. Suitable appearance.
30. Knowledge of work expectancy.
31. Locational preferences.
32. Willingness to relocate.
33. Grade point average (overall).
34. Recommendations from former employers (summer and/or part-time).
35. Sociability.
36. Knowledge of work organization.
37. Credential file.
38. Class ranking.

39. Appropriate establishment views/lifestyle.
40. Prior experiences in college activities and athletics.
41. Familiarity with professional options.
42. Academic minor(s).
43. Previous work experiences unrelated to candidate's career goals.
44. Candidate's prior knowledge of your organization.
45. Publications.
46. Student teaching.
47. Recommendations from ministers.
48. Recommendations from politicians.
49. Marital status of candidate.
50. Race of candidate.
51. Sex of candidate (pp. 21-22).

Absolute frequencies were listed for each answer with adjusted frequencies (percent) also shown. Answers were listed from the lowest mean score (highest importance) to highest mean score (lowest importance). For each factor, the number of valid cases and missing cases was indicated. The resulting observation was that employers are most concerned about the candidate's ability to get things done, initiative, and honesty and integrity. Factors with mean scores between 1.5 and 2.49 are very important to employers; scores between 2.5 and 3.49 have average importance to employers; scores between 3.5 and 4.49 have low importance; and no factors were below 4.5 (no importance) (55).

Pizam and Lewis (44), in their article, "Predicting Career Success and Satisfaction: A Study of Hospitality Graduates," explain the development of a profile of respondents. In their article, they begin

by stating the following:

What are the predictors of success for men and women in the hospitality industry? This question continues to concern industrial psychologists, business executives, personnel departments, and, of course, those involved in hospitality education, whether as students or as educators. Those charged with hiring seek an answer that will guide them in personnel selection, but most empirical studies performed to date have concentrated on the factors related to success after an individual has become a member of an organization. There have been some attempts to relate graduate-school performance to future business success and compensation, and one study has even concentrated specifically on the career progress of graduate students in hotel administration--but the authors' literature review did not uncover a single study dealing with success predictors based on undergraduate-level performance (p. 12).

The authors therefore undertook a study to relate the career progress of former hospitality students to measures of their undergraduate performance; to analyze the participants' job satisfaction; and to examine the relevance of the participants' college studies to their job requirements. It was felt that the findings of such a study would have considerable significance for the administration of hospitality disciplines in college and university programs, as well as for the hospitality enterprises employing these graduates. Predictors of future success and career progress are particularly important to those charged with admissions decisions, curriculum development, monitoring academic standing and hiring (p. 13).

For the research study undertaken by Pizam and Lewis (44), questionnaires were sent to 350 alumni of the University of Massachusetts' program in hotel, restaurant, and travel administration. Participants' comments remained confidential. Those persons who did not respond after three weeks were sent a follow-up letter. A total of 151 questionnaires were returned for a response rate of 43 percent.

The questionnaire comprised 71 items covering both subjective judgments, such as attitudes and perceptions, and factual information, including demographics. Certain data were obtained for each respondent from the university's records. Objective measures of career progress

and job satisfaction were devised and explained in the article. The data were analyzed through one-way frequencies, multiple regression, and discriminant analysis. Means, standard deviations, and medians were calculated for each profile factor. The generated profile of the respondents included the following:

1. Age at graduation.
2. Present age.
3. Present annual salary.
4. Present annual fringe benefits.
5. Yearly average change in salary and benefits.
6. Number of organizations employed in since graduation.
7. Number of substantial changes in position:
 - within same company
 - change in companies (44, p. 14).

The authors' (44) summary states that if the results of the discriminant analysis can be generalized to larger samples, it can be expected that those who do well in hospitality courses will be successful in the industry. Managerial abilities most enhanced by education were:

1. Communicate effectively.
2. Plan and organize own work.
3. Understand and get along with people.

The survey results strongly suggest that hospitality curriculums should place greater emphasis on communications, organizational behavior, personnel management, and interpersonal relations. Another suggestion was that creativity and innovativeness need to be developed in graduates. As a result of the study, there is an indication of the efforts needed in both academe and the industry to improve graduates'

job satisfaction, reduce industry turnover, and facilitate more accurate prediction of those who will succeed.

A third research study to consider was conducted by Kent (24). He conducted two different industry studies in Atlanta, Georgia, to gain insight into the career profiles of hotel executives, including Atlanta's general managers and hotel sales executives. The local hotel association was cooperative and provided Kent with addressographs of its memberships. The survey of the general managers profiled the following factors:

1. Age.
2. Education
3. College major.
4. Time in present position.
5. Salary range.
6. Career preference (percentage of general managers who would repeat their career choice, given the chance).
7. First job in the industry.
8. Principal problems encountered.
9. Greatest job satisfaction (p. 20).

General characteristics emerged, such as median salary. Implications from the two surveys were presented to students to consider when contemplating career choices. The article was primarily concerned with career counseling, and consequently the research design and statistical detail were not included.

Another research study reviewed stressed the need to continually assess the outlook regarding what industry leaders think hospitality students should study. A research instrument was used to analyze

executive opinion regarding what hotel students should study. Each of the academic subjects was placed on a Likert-style five-point response continuum to determine the degree to which respondents identified each item. The 30 respondents were top hospitality executives located in Las Vegas, Nevada. Most of the respondents had such titles as President, General Manager, or Resident Manager. For the most part, the questionnaires were sent and returned by mail. Participants were assured that their individual responses would remain confidential and that only summary data would be made public. The executives were asked to evaluate each subject of study in terms of its possible contribution to a university hotel student's life-long career in the hotel field. The researcher, Sapienza (53), concluded that the seven subjects in rank order from highest to lowest, that hotel students most definitely should study, are the following:

1. Labor management relations.
2. Hotel accounting.
3. Practical hotel experience.
4. Food and beverage purchasing.
5. Food and beverage management.
6. Housekeeping.
7. Human relations in innkeeping (p. 16).

Such a research approach as outlined in Sapienza's article, "What University Hotel Students Ought to Study: Opinions Expressed by a Selected Group of Nevada Hotel Executives," can provide helpful background information when formulating educational objectives that reflect the constantly changing industry.

Relation of work values to occupational choice and job satisfaction was the focus of the research study conducted by Pizam and Lewis (45) and was explained in their article, "Work Values of Hospitality Students." The authors explain,

Personal values lead to specific expectations on the job. These expectations, in turn, lead individuals to select occupations in which they believe their expectations will be fulfilled. If their specific expectations outweigh the unfulfilled ones, overall satisfaction occurs and they stay in the occupation. If not, they seek to leave because the occupation has not fulfilled value needs (pp. 5-6).

Work values can also characterize professions. Knowing the values of an individual, one can help to clarify his career goals and determine his psychological appropriateness for a certain occupation. This particular study undertaken by Pizam and Lewis aimed at discovering:

1. The work values of hospitality students.
2. How the work values of hospitality students differ from those of other students in other disciplines.
3. The congruence between students' work values and the hospitality industry's job rewards (p. 6).

The sample for this study (45) consisted of 171 undergraduate students at the University of Massachusetts, majoring in four distinct areas:

1. Hotel, Restaurant, and Travel Administration.
2. Business Administration.
3. Communication Studies.
4. Liberal Arts (p. 8).

Super's (57) "Work Values Inventory" was the instrument used in the study. This standardized test measures 15 separate work value categories. The "Work Values Inventory" consists of 45 questions, three in each of the 15 value categories. Each question is answered by

marking a scale from five (very important) to one (unimportant). The differences in the work values of students in the four disciplines were examined by performing a one-way analysis of variance in each of the 15 work values. Differences between the work values of hospitality students and each of the other three disciplines, were analyzed by performing "t" tests on each of the 15 work values. Pizam and Lewis (45) developed a work values profile of the hospitality student as a result of the study. This work values profile revealed an individual who places a large emphasis on good salary, pleasant working conditions, and managerial position. As such, he resembles other students preparing themselves for managerial careers in business and industry, but unlike them, he is more humanistic. Pizam and Lewis add,

He also wishes to be of service to others, has a concern for fellow workers, and places a considerable importance on getting along with his boss. Also, definite differences in work values exist between hospitality students and students of other disciplines (p. 15).

Koppel (26) used the Delphi Technique as the basis for the research study explained in "The Food Service Manager of the Future." As industry changes, so does the role of the manager. This research study dealt with this concept of change by asking industry leaders to identify and rate the importance of the various functions the future food service manager might perform. It was anticipated that the results would guide those who are responsible for the development of food service managers. In using the Delphi Technique, 32 industry leaders served as the sample. Each of the participants was first sent an open-ended questionnaire and invited to list the five most important roles food service managers of the future will perform. This

process was conducted and modified three times from developed lists to determine the most appropriate roles. The result of this rank-order list provided a list of possible future roles for food service managers, including training, maintaining controls, increasing productivity and sanitation, and others. In essence, the author's conclusion was that tomorrow's manager must have a greater diversity of preparation as well as a greater depth of understanding in numerous areas of expertise.

Still another way to reflect on the development of a characteristic profile is through the use of an assessment center. Zemke (64), in the article, "Using Assessment Centers to Measure Management Potential," explains the concept as follows:

The assessment center was conceived for one reason and only one reason--to find people who can succeed in certain critical, high-impact jobs. The primary function of an assessment center is the measurement and evaluation of human characteristics and potential, figuring out who, among a group of 'likelies,' is the most likely to succeed in a specific type of job (p. 23).

Zemke indicates that assessment centers are rather expensive, with a cost of up to \$1,500 per candidate assessed. Therefore, they primarily are used to assess the potential of managerial, supervisory, and sales jobs.

Assessment centers are designed to predict performance successes possibly more accurately than such measures as one-to-one interviews, work history, educational background, paper-and-pencil tests, and performance appraisals. In the assessment center, candidates are observed performing in-basket exercises, solving group discussion problems, playing business games, and performing other simulation exercises. The candidates are then rated on their performance, with

special attention focused on problem-solving skills, communication and interpersonal skills. After the observation period, which may last from half a day to five days, depending upon the position in application, the assessors meet to develop a strengths-and-weaknesses report on each assessee (64).

Why are assessment centers so popular? According to Jafee and Frank (64) of Assessment Designs, Inc.:

The key to building a valid and legal assessment-center method is the job analysis. The first step in establishing the assessment center is the development of a list of critical skills necessary for success on the job. These critical skills must meet three criteria to be legitimate job skills. They must be observable, i.e., if you cannot see or hear them, you cannot use them. They must be relevant to the environment under consideration. For example, your organization may send 95 percent of its managers to Antarctica; therefore, a cold-tolerance test may be perfectly acceptable as part of your management screening process. The third characteristic of a critical skill is measurability. You must be able to determine how much of a particular quality a candidate has in order to differentiate among individuals. Most important traits come in some amount; hence, yes/no measures are of little value (p. 30).

The authors (64) summarize by stressing that a selection system must be based on a study of the critical skills necessary for success on the job. The skills, traits, characteristics, or dimensions must be observable, relevant to the situation and quantifiable. When these three criteria are met, the selection system can be quite successful.

Summary

For the many reasons discussed and examples cited, it is predicted that restaurants with a diversity toward entertainment will become increasingly more abundant in the next several years. Because of the

diversity toward entertainment and the many areas of expertise involved in this regard, today's specialized restaurant manager, to be successful, needs to possess a diversity of talents, abilities, and skills. Therefore, the determining of the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment can be an extremely useful tool for the industry's educators, students, and recruiters. The applications for this type of information have been reviewed and explained.

After extensive research, few previous research studies illustrated a direct relation to this particular study. However, many supporting and informative studies provided the researcher with a knowledgeable background of developing a managerial profile of important factors.

CHAPTER III

METHODOLOGY AND PROCEDURE

Introduction

The purpose of this study was to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. This information was solicited from restaurant companies located in the United States, all of which exhibit a diversity toward entertainment. The recruiters for these companies were mailed a questionnaire, which they were asked to complete and return. The questionnaire contained a list of characteristics and/or factors relating to the company's new managerial recruits, and each recruiter was asked to indicate the importance of each on a scale of from five (high importance) to one (no importance).

Assumptions

An assumption made was that the recruiters contacted were able to identify the characteristics or important factors which relate to the successful managerial recruits for their particular company. This implies that the recruiter possesses the knowledge and expertise to differentiate between a successful manager and one who is not successful. It is generally accepted that a recruiter has this capability as it relates directly to his work responsibilities.

Another assumption is that the sample of companies contacted with a questionnaire represents a sample which is statistically representative of the whole population. This can be assumed because the population size is relatively small, as the restaurant concept under study is rather new. The names of five chain restaurants with a diversity toward entertainment were solicited from each state restaurant association executive. The recruiter for each corporation mentioned was sent a questionnaire. Because of the comprehensive method used to acquire the list of restaurant companies contacted, it was assumed that the sample under study was representative of the population.

Selection of the Subjects

On June 9, 1980, each state restaurant association executive listed in the NRA 1979-80 Directory (41) was sent two pieces of information in a single envelope in relation to this research study. The list of state restaurant association executives is given in Appendix C, page 99. The two pieces of information included the following:

1. Letter from the researcher requesting his/her assistance in the study. (A copy of this letter is shown in Appendix A, page 86.)
2. Form for him/her to list the requested information. (A copy of this form is shown in Appendix B, page 98.)

The letter from the researcher was originally typed and addressed to each state restaurant association executive. In this letter the research study, its purpose, and its importance were explained. The restaurant concept under consideration was defined to prevent any misunderstanding. Each restaurant association executive was asked to identify five different chain restaurants located in his/her state.

Each restaurant listed was to match the requirements of the researcher's definition of a chain restaurant with a diversity toward entertainment. In each letter was enclosed a form printed on a quality-type paper, on which the restaurant association executive was asked to list each restaurant's name, complete address, and phone number. The executive was also asked to indicate if the chain's headquarters were located in his/her particular state. It was this question which aided in establishing the corporate headquarters' location of each chain, and it was at this location that the recruiter was sent the research questionnaire. The described form was enclosed to encourage ease of completion on the part of each executive. It also facilitated the compilation of the list of chains to be contacted. A short thank-you letter was sent to each restaurant association executive who complied with the researcher's initial request for information. A copy of this letter is shown in Appendix A, page 87.

On July 8, 1980, four weeks after the first letter had been sent to the executives, a letter of reminder and another form was mailed to those executives who had not complied with the initial request. A copy of this letter is found in Appendix A, page 88. A self-addressed, stamped envelope was also enclosed.

By July 29, 1980, three weeks later, responses still had not been received by 16 of the state restaurant association executives. Because responses were desired from each state, a university hotel and restaurant administration faculty member from each of these 16 states was sent the following:

1. Letter from the researcher requesting his/her assistance in the study. (A copy of this letter is shown in Appendix A, page 89.)

2. Form for him/her to list the requested information. (A copy of this form is shown in Appendix B, page 97.)

The faculty members, in most cases directors of their program, were identified by using the latest (1979) membership roster of Council on Hotel Restaurant and Institutional Education, Inc. (C.H.R.I.E.). The list of university hotel and restaurant administration professors is given in Appendix D, page 106. In essence, they were asked to provide the same information that the state restaurant association executives had been asked to provide. As these responses were received, each faculty member was sent a thank-you letter. A copy of this letter is shown in Appendix A, page 90. On September 2, 1980, five weeks after the first letter had been sent to the faculty members, a letter of reminder, another form, and a self-addressed, stamped envelope, was mailed to those faculty members who had not complied with the initial request. A copy of this letter is found in Appendix A, p. 91.

By September 15, 1980, the researcher still had not received completed forms from either the restaurant association executives or the university hotel and restaurant administration faculty members from 10 states. Therefore, another list of 10 university hotel and restaurant administration faculty members from these 10 states was mailed a letter from the researcher requesting their assistance in the study, along with a form which they were asked to complete. The list of university hotel and restaurant administration professors is given in Appendix D, page 106. These letters and forms were identical to those initially mailed on July 29, 1980, to the first group of university faculty members. A copy of this letter is shown in Appendix A, page 89, and a copy of the form is shown in Appendix B, page 97.

The 10 faculty members were chosen from the latest (1979) membership roster of C.H.R.I.E.

By the end of September, 1980, the researcher still had not received the requested information from representatives of six states. The states were Nebraska, New Jersey, New York, Rhode Island, West Virginia, and Wisconsin. At this point in time, no further attempts were made to contact representatives from these six states to solicit information. However, it should be pointed out that chain restaurants located in several of these states had already been identified by representatives of other states.

Once the restaurants with a diversity toward entertainment were identified, letters were sent to either the corporate office of each chain or to an individual restaurant (depending upon which address was available) to request information about the company's recruiter for managerial personnel. A copy of this letter is found in Appendix A, page 92. The letter requested the name, title, and address of the recruiter. The first mailing to secure these names was sent on July 15, 1980. The companies which had not responded were sent a follow-up letter on August 22, 1980, requesting the same information. A copy of this letter is shown in Appendix A, page 93. The companies which still had not responded by September 15, 1980, were sent a third letter requesting the information in regard to the company's recruiter. A copy of this letter is shown in Appendix A, page 94. This letter was somewhat unique in that it was rather short, and it also provided a form at the bottom of the letter where the receiver could quickly fill in the requested information. Along with this letter was enclosed a

self-addressed, stamped envelope. It should be noted that this simple technique produced very beneficial results.

It should be explained that restaurant chains identified after approximately August 22, 1980, were sent the first letter requesting the name of the recruiter (not a follow-up letter). This was a continuing, transitional process because restaurant chains were being identified for a period of several months. As the chains were identified, the recruiters' names were sought.

By October 2, 1980, 108 chain restaurants with a diversity toward entertainment had been identified. The recruiters' names for 95 of the restaurants had been identified.

All 108 chains identified by the state restaurant association executives and faculty members were contacted as part of the research study. For the 13 restaurants for which the name of the recruiter had not been identified, the envelope and letter sent by the researcher were addressed to the Recruiter of Managerial Personnel, using the corporate address. The recruiter for each of the chains was sent a letter explaining the research study, a self-addressed and stamped envelope, and the research questionnaire. Each recruiter was asked to complete the questionnaire in regard to the characteristics of the successful managerial recruits for his particular restaurants. A built-in control feature of the method used to select subjects was that restaurants located in several states were identified by more than one executive, thereby confirming that the restaurant was indeed one with a diversity toward entertainment.

Collection of the Data

A list of 108 chain restaurants with a diversity toward entertainment was compiled from the restaurant names submitted by the state restaurant association executives and faculty members. The recruiter for the chain was determined as per the procedure outlined. The corporate addresses were determined, in most cases, from the information provided in the NRA 1979-80 Directory (41). An originally-typed letter explaining the study and requesting the recruiter to participate in the study was sent on October 2, 1980, to the recruiter at each identified chain, along with the questionnaire. A self-addressed, stamped envelope was enclosed. Three weeks later, October 23, 1980, a follow-up letter was mailed to those who had not responded.

Development of the Instrument

An instrument or research questionnaire needed to be used which would determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. In the review of literature the characteristics of successful managers were researched, discussed, and described in great length, thereby indicating that the majority of important characteristics were known so that they could be included in the instrument. This was the approach followed when developing the research questionnaire. Particularly helpful in this regard was the information provided by several recruiters for some of the top restaurant chains with a diversity toward entertainment.

The methodology utilized by Shingleton and Scheetz (55) in a particular segment of their research study reported in the publication, Recruiting Trends 1979-80, was modified for use in this study. This segment of their research study developed a factor/characteristic profile of a recent college graduate. Fifty-one factors or characteristics were listed, and were rated by the recruiters on a scale of from one (high importance) to five (no importance). In relation to each of the characteristics which were delineated in the survey of the literature, the recruiter was asked, "When recruiting new college graduates for employment in your organization, how important is each of the following factors?"

It was observed that many of the important factors or characteristics delineated in the described segment of Recruiting Trends 1979-80 (55) were those also considered to be important as a result of the findings included in the review of literature. Several of the characteristics which were found to be of low importance, also were not mentioned in the references cited in the review of literature. Because the described segment of Recruiting Trends 1979-80 formulated the type of research results which directly related to the purpose of this research study, it was decided to adapt this segment as the research instrument. Permission to do so was given to the researcher by the Placement Services of Michigan State University, East Lansing, Michigan. The factors found to be of no importance, such as sex, race, and others which were not legally allowable considerations, as well as those which were unrelated to a restaurant manager, were deleted from the list of factors. In the same regard a few supposedly important or unique factors to the successful managerial recruit with a

diversity toward entertainment were added. The significance of these factors became apparent through the survey of the literature. Also, some changes in terminology were made to the factors delineated in the described Michigan State University instrument, to make them more applicable to the specialized-type of restaurant manager under consideration.

The specific modifications made to the instrument adapted from the Recruiting Trends 1979-80 (55) were as follows:

Deletions

Expertise in major field
 Credential file
 Class ranking
 Publications
 Student teaching
 Race of candidate
 Sex of candidate
 Attitude toward work ethics
 Developed work habits
 Willingness to take extra assignments
 Locational preferences
 Appropriate establishment views/lifestyle
 Familiarity with professional options
 Previous work experiences unrelated to
 candidate's career goals
 Adaptability
 Degree level and reliability
 Expertise in major field

Changes in Terminology

Motivation to achieve to achievement orientation
 Academic major to Hotel and Restaurant Administration major
 Personality to outgoing personality
 Innovative ideas to creative or innovative ideas
 Technical expertise to mechanical inclination
 Knowledge of work organization to knowledge of company
 Prior experiences in college activities and athletics to extra-curricular activities
 Recommendations from ministers and politicians to recommendations from faculty

Career and work aspirations to realistic self-development and career goals
 Part-time and/or summer work experiences to previous career related work experience
 Candidate's prior knowledge of your organization to knowledge of company

Additions

Problem-solving ability
 High energy level
 Ability to work as part of a team
 Self-confidence
 Willingness to accept responsibility
 Competitiveness
 Food production expertise
 Bartending expertise
 Ability to motivate others
 Well-planned resume
 Preparedness for interview
 Enthusiasm
 Positive attitude
 Alertness and attentiveness
 Good health
 Ability to handle criticism
 Ability to recognize and discuss weaknesses
 Sense of humor
 Conscientiousness
 Talented in several areas
 Aesthetic interests
 Emotional maturity and stability
 Morality
 Creative use of leisure time
 Prestige orientation
 Interest in sports
 Musical knowledge
 Marketing orientation
 Computer knowledge

Once the instrument was modified, a pre-test questionnaire was developed. A copy of the pre-test questionnaire is shown in Appendix E, page 112. It was then field-tested and discussed with the following recruiters of companies owning restaurants with a diversity toward entertainment:

1. Mr. Hank Kraft, Vice-President of Operations
 Molly Murphy's House of Fine Repute
 Oklahoma City, Oklahoma

2. Mr. Dick Stubbs, Owner
Applewood's
Oklahoma City, Oklahoma
3. Mr. Bill Shumate, Owner
Butterfield's Overland Express
Oklahoma City, Oklahoma
4. Ms. Nancy Kincaid, Vice-President of Personnel
Gilbert/Robinson, Inc.
Kansas City, Missouri
5. Mr. Tom Pharr, Recruiter
Bennigan's
Dallas, Texas
6. Ms. Tobie H. Sasser, Director of Personnel
T.G.I. Friday's, Inc.
Dallas, Texas
7. Mr. Jim Crouch, Vice-President of Personnel
T.G.I. Friday's, Inc.
Dallas, Texas
8. Mr. Steve O'Sullivan, Management Recruiter
T.G.I. Friday's, Inc.
Dallas, Texas

The above mentioned people serve as the recruiters for their respective chains, which have been defined as a company owning more than one restaurant of a similar format and name. Both regional and national chains are included in this list. It should be noted that Gilbert/Robinson, Inc., Bennigan's, and T.G.I. Friday's, Inc., are considered to be leaders in regard to the particular restaurant format under consideration. Each recruiter completed the pre-test questionnaire and then in most cases the questionnaire was discussed between the recruiter and the researcher. Based on these interactions and the information which was generated, the actual instrument to be used was finalized.

The recruiters all basically had very similar comments in regard to evaluation of the pre-test questionnaire. In summation, they

concluded that the format of the questionnaire was fine and was easy to follow and understand. They stressed the need to keep the questionnaire as short as possible, because in most cases the recruiters who were to be surveyed are extremely busy, and would be more apt to complete the questionnaire if it were brief and to-the-point, versus being lengthy and complicated. The recruiters agreed that all five choices were needed in regard to evaluating each factor on the questionnaire. They did not have any problem in distinguishing between the levels of importance associated with the five numbers. They suggested that the following factors be omitted from the questionnaire because they appear to be rather insignificant:

Political awareness
 Knowledge of world affairs
 Military training
 Marital status

Similarly, the recruiters agreed that factors which were somewhat synonymous to other factors needed to be deleted. Therefore, they recommended to:

<u>Delete</u>	<u>Keep</u>
Practicality	Common sense
Reliability	Dependability
Judgment skills	Decision making skills

The eight recruiters who participated in the pre-test were of tremendous benefit in developing a well-prepared and pertinent questionnaire. Their suggestions were definitely considered and used. It should also be noted that they were generally in agreement in deciding upon the level of importance associated with each factor or characteristic, when completing the questionnaire. In the process of preparing the actual questionnaire to be used, all grammatical consistencies were again checked. As recommended by this researcher's

dissertation committee, the numbers associated with each level of importance on the questionnaire were reversed for greater ease of understanding. Therefore, the scale went from five (high importance) to one (no importance). The final questionnaire included 60 factors, which were presented on a single page printed on both sides. A copy of the questionnaire is shown in Appendix F, page 119. A quality-type, light-tan paper was used, with brown print. As per the suggestion of the pre-test recruiters, the questionnaire was professional, attractive, and easy to complete. On the bottom right hand corner of the second side of each questionnaire, a number from 1 to 108 was typed in brown ink, in order to know which recruiters completed and returned the questionnaire.

Details of Data Collection

Each recruiter on the list of chain restaurants with a diversity toward entertainment was sent an originally-typed explanatory cover letter requesting his/her participation in the study. A copy of this letter is shown in Appendix A, page 95. The list of 108 recruiters and associated restaurants is given in Appendix G, page 126. Included in this mailing was the research instrument and a self-addressed, stamped envelope. Although the questionnaire mailed to each recruiter was coded for possible future reference, the responses remained confidential. The recruiters were informed that their responses would remain confidential and that only the results in total would be made public. Because of this method used, a recruiter was more likely to share the requested information with the researcher.

The initial mailing was sent October 2, 1980. Three weeks from this date, October 23, 1980, the recruiters who had not complied with the researcher's request were sent a letter of reminder, which again explained the importance of the study and asked them to complete the questionnaire. A copy of this letter is shown in Appendix A, page 96. All responses were returned to the researcher's office in the School of Hotel and Restaurant Administration at Oklahoma State University.

Analysis of the Data

The research instrument used was adapted from the research of Shingleton and Scheetz (55). The analysis treatment used by this researcher of the collected data was identical to that used by Shingleton and Scheetz, as this analysis procedure provides the needed information as per the research objective.

The questionnaire asked each recruiter to rate the delineated factors or characteristics as per the following scale:

- 5 = High Importance
- 4 = Above Average Importance
- 3 = Average Importance
- 2 = Low Importance
- 1 = No Importance

Absolute frequencies were calculated for each answer, with adjusted frequencies (percent) also shown. Answers were listed from the highest mean score (highest importance) to lowest mean score (lowest importance). For each factor, the number of valid cases and missing cases was indicated. Factors with mean scores above 4.5 had the highest importance to recruiters; scores between 3.5 and 4.49 had above average importance to recruiters; scores between 2.5 and 3.49 had average importance to

recruiters; scores between 1.5 and 2.49 had low importance; and factors below 1.49 indicated no importance (55).

The analysis procedure outlined enabled the determination of the factors which recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment.

Limitations

As already explained, since the sample under study is representative of the population, the important factors generated can be projected in most cases to describe the successful managerial recruits for chain restaurants with a diversity toward entertainment. These factors would be generally applicable to the managerial recruits of these restaurants in the United States.

CHAPTER IV

RESULTS OF THE STUDY

Introduction

Included in this chapter is an analysis of data collected in the study. The data was analyzed by calculating absolute frequencies for each answer. Adjusted frequencies were also calculated, and given in percentages. Answers were listed from the highest mean score (highest importance) to lowest mean score (lowest importance) (refer to Table I, pp. 54-59). For each factor the number of valid cases and missing cases was indicated.

Return Rates

The purpose of this study was to determine which factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. The method used to collect data was to send a letter, questionnaire, and self-addressed, postage-paid envelope to 108 identified recruiters for chain restaurants with a diversity toward entertainment. The recruiters were asked to determine how important 60 factors were on a scale of from five to one, in regard to recruiting new, entry-level managers for employment in their organizations.

The chain restaurants were identified by either state restaurant association executives or university hotel and restaurant administration

TABLE I
RESEARCH RESULTS INDICATING THE RATING OF
FACTORS BY RECRUITERS

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Honesty and integrity	4.792	62 (80.5)	14 (18.2)	1 (1.3)	0 ---	0 ---	77	0
Positive attitude	4.727	56 (72.7)	21 (27.2)	0 ---	0 ---	0 ---	77	0
Dependability	4.675	54 (70.1)	22 (28.6)	0 ---	1 (1.3)	0 ---	77	0
Leadership qualities	4.584	48 (62.3)	26 (33.8)	3 (3.9)	0 ---	0 ---	77	0
Ability to motivate others	4.571	47 (61.0)	27 (35.0)	3 (3.9)	0 ---	0 ---	77	0
Ability to get things done	4.553	45 (59.2)	28 (36.8)	3 (3.9)	0 ---	0 ---	76	1
Ability to handle pressure	4.545	44 (57.4)	31 (40.3)	2 (2.6)	0 ---	0 ---	77	0
Ability to accept responsibility	4.545	47 (61.0)	26 (33.8)	3 (3.9)	1 (1.3)	0 ---	77	0
Enthusiasm	4.519	43 (55.8)	31 (40.3)	3 (3.9)	0 ---	0 ---	77	0
Common sense	4.513	40 (52.6)	35 (46.1)	1 (1.3)	0 ---	0 ---	76	0
Alertness and attentiveness	4.442	38 (49.4)	35 (45.4)	4 (5.2)	0 ---	0 ---	77	0

TABLE I (Continued)

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Initiative	4.429	37 (48.1)	38 (49.4)	1 (1.3)	0 ---	1 (1.3)	77	0
Emotional maturity and stability	4.355	36 (47.4)	33 (43.4)	5 (6.6)	2 (2.6)	0 ---	76	1
High energy level	4.342	40 (52.6)	25 (32.9)	8 (10.5)	3 (3.9)	0 ---	76	1
Conscientiousness	4.338	32 (41.6)	39 (50.6)	6 (7.8)	0 ---	0 ---	77	0
Ability to work as part of a team	4.338	39 (50.6)	27 (35.1)	10 (13.0)	0 ---	1 (1.3)	77	0
Problem-solving ability	4.316	33 (43.4)	34 (44.7)	9 (11.8)	0 ---	0 ---	76	1
Self-confidence	4.263	29 (38.1)	38 (50.0)	9 (11.8)	0 ---	0 ---	76	1
Decision making skills	4.117	23 (29.9)	42 (54.5)	11 (14.3)	0 ---	1 (1.3)	77	0
Interpersonal skills	4.117	27 (35.1)	35 (45.5)	12 (15.6)	3 (3.9)	0 ---	77	0
Achievement orientation	4.078	25 (32.5)	35 (45.5)	15 (19.4)	2 (2.6)	0 ---	77	0
Outgoing personality	4.065	20 (26.0)	42 (54.5)	15 (19.5)	0 ---	0 ---	77	0
Ability to recognize and discuss weakness	4.065	27 (35.1)	28 (36.4)	22 (28.6)	0 ---	0 ---	77	0

TABLE I (Continued)

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Good health	4.026	28 (36.4)	25 (32.5)	22 (28.6)	2 (2.6)	0 ---	77	0
Oral communication skills	3.974	15 (19.5)	45 (58.4)	17 (22.1)	0 ---	0 ---	77	0
Ability to handle criticism	3.961	20 (26.0)	38 (49.4)	17 (22.1)	0 ---	2 (2.6)	77	0
Aggressiveness	3.935	14 (18.2)	46 (59.7)	15 (19.5)	2 (2.6)	0 ---	77	0
Suitable appearance	3.896	13 (16.9)	43 (55.8)	21 (27.3)	0 ---	0 ---	77	0
Knowledge of work expectancy	3.882	16 (21.1)	35 (46.1)	25 (33.0)	0 ---	0 ---	76	1
Intelligence	3.844	14 (18.2)	37 (48.1)	26 (33.8)	0 ---	0 ---	77	0
Morality	3.831	21 (27.3)	26 (33.8)	27 (35.1)	2 (2.6)	1 (1.3)	77	0
Recommendations from former employers	3.753	16 (20.8)	32 (41.6)	24 (31.2)	4 (5.2)	1 (1.3)	77	0
Creativity or innovative ideas	3.727	12 (15.6)	35 (45.5)	27 (35.1)	3 (3.9)	0 ---	77	0
Realistic self-development and career goals	3.688	8 (10.4)	39 (50.6)	28 (36.4)	2 (2.6)	0 ---	77	0

TABLE I (Continued)

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Competitiveness	3.684	9 (11.8)	37 (48.7)	27 (35.5)	3 (3.9)	0 ---	76	1
Sociability	3.649	9 (11.7)	35 (45.5)	30 (39.0)	3 (3.9)	0 ---	77	0
Previous career re- lated work experience	3.494	11 (14.3)	29 (37.7)	27 (35.1)	7 (9.1)	3 (3.9)	77	0
Sense of humor	3.494	6 (7.8)	33 (42.9)	31 (40.3)	7 (9.1)	0 ---	77	0
Willingness to re- locate	3.364	10 (13.0)	26 (33.8)	27 (35.1)	10 (13.0)	4 (5.2)	77	0
Talented in several areas	3.355	4 (5.3)	29 (38.2)	33 (43.4)	10 (13.2)	0 ---	76	1
Preparedness for interview	3.221	7 (9.1)	18 (23.4)	39 (50.6)	11 (14.3)	2 (2.6)	77	0
Food production expertise	3.184	4 (5.3)	20 (26.3)	40 (52.6)	10 (13.2)	2 (2.6)	76	1
Written communication skills	3.105	3 (3.9)	14 (18.4)	49 (64.5)	8 (10.5)	2 (2.6)	76	1
Marketing orientation	3.052	3 (3.9)	16 (20.8)	44 (57.1)	10 (13.0)	4 (5.2)	77	0
Prestige orientation	3.0	4 (5.2)	16 (20.8)	36 (46.8)	18 (23.4)	3 (3.9)	77	0

TABLE I (Continued)

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Knowledge of company	2.883	3 (3.9)	10 (13.0)	46 (60.0)	11 (14.3)	7 (9.1)	77	0
Aesthetic interests	2.795	0 ---	14 (19.2)	36 (49.3)	17 (23.3)	6 (8.2)	73	4
Creative use of leisure time	2.753	3 (3.9)	14 (18.2)	29 (37.7)	23 (30.0)	8 (10.4)	77	0
Bartending expertise	2.740	2 (2.6)	10 (13.0)	38 (49.4)	20 (26.0)	7 (9.1)	77	0
Mechanical inclination	2.727	0 ---	13 (16.9)	37 (48.1)	20 (26.0)	7 (9.1)	77	0
Well-planned resume	2.727	2 (2.6)	10 (13.0)	35 (45.5)	25 (32.5)	5 (6.5)	77	0
Grade point average (major)	2.675	0 ---	8 (10.4)	44 (57.1)	17 (22.1)	8 (10.4)	77	0
Recommendations from faculty	2.662	4 (5.2)	15 (19.5)	24 (31.2)	19 (24.5)	15 (19.5)	77	0
Grade point average (overall)	2.610	0 ---	5 (6.5)	45 (58.4)	19 (24.7)	8 (10.4)	77	0
Extracurricular activities	2.519	0 ---	10 (13.0)	32 (41.6)	23 (30.0)	12 (15.6)	77	0
Degree in Hotel and Restaurant Administration	2.325	1 (1.3)	5 (6.5)	27 (35.1)	29 (37.7)	15 (19.5)	77	0

TABLE I (Continued)

Factors	Mean	Levels of Importance					Valid Cases	Missing Cases
		High Importance 5	Above Average Importance 4	Average Importance 3	Low Importance 2	No Importance 1		
Interest in sports	2.184	1 (1.3)	4 (5.3)	24 (31.6)	26 (34.2)	21 (27.6)	76	1
Musical knowledge	2.130	2 (2.6)	5 (6.5)	18 (23.4)	28 (36.4)	24 (31.2)	77	0
Academic minor	2.052	0 ---	0 ---	29 (37.7)	23 (30.0)	25 (32.5)	77	0
Computer knowledge	2.013	1 (1.3)	2 (2.6)	18 (23.4)	32 (41.6)	24 (31.2)	77	0

professors throughout the United States. These persons were each sent a letter asking them to identify five such chain restaurants located within their respective state. They were supplied a form by the researcher, on which they were asked to write the requested information. These forms were then returned to the researcher.

The recruiters for the chain restaurants were identified by sending a letter to the corporate headquarters of the chain, or a restaurant within the chain if the headquarter location was not known, asking for the name and title of the person responsible for the hiring of managerial personnel. A listing of these recruiters and chain restaurants is contained in Appendix G, page 126, of this study.

On October 2, 1980, a letter was mailed to each of the 108 recruiters identified. Enclosed in each letter was a questionnaire and a self-addressed, postage-paid envelope. After three weeks a follow-up letter was sent to the recruiters who had not returned a completed questionnaire. In this second mailing on October 23, 1980, a copy of the originally-mailed letter and a questionnaire were enclosed. Copies of these letters are shown in Appendix A, page 85, along with copies of all other letters mailed as part of this study.

The time period allowed for the recruiters to respond was from the initial mailing date, October 2, 1980, to November 26, 1980. This was essentially eight weeks or two months. By November 26, 1980, 77 questionnaires had been completed and returned to the researcher. Therefore, 77 completed and returned questionnaires from the total of 108 originally mailed to recruiters, produced a 71 percent response rate.

Upon reviewing the completed questionnaires, it appears the recruiters were quite thoughtful in responding to the delineated factors

on the questionnaire. There were no comments that the questionnaire was difficult or confusing to complete. All 77 completed and returned questionnaires were used in the analysis.

Data Summary

The research methodology and analysis used by this researcher was very similar to that utilized by Shingleton and Scheetz (55) in a particular segment of their research study reported in the publication, Recruiting Trends 1979-80. In the current study under consideration, 60 factors or characteristics were listed, and were rated by the recruiters on a scale of from five (high importance) to one (no importance). In relation to each of the characteristics delineated in the questionnaire, the recruiter was asked, "When recruiting new, entry-level managers for employment in your organization, a restaurant chain with a diversity toward entertainment, how important is each of the following factors?"

The questionnaire asked each recruiter to rate the delineated factors or characteristics as per the following scale:

- 5 = High Importance
- 4 = Above Average Importance
- 3 = Average Importance
- 2 = Low Importance
- 1 = No Importance

Absolute frequencies were calculated for each answer, with adjusted frequencies (percentages) also calculated. Table I (pp. 54-59) illustrates the absolute frequencies and adjusted frequencies calculated for each answer, associated with each of the 60 factors. In Table I answers are listed from the highest mean score (highest importance) to lowest mean score (lowest importance). For each factor, the number of

valid cases and missing cases is indicated. A missing case is defined as one which was unanswered on a completed questionnaire. Factors with mean scores above 4.5 had the highest importance to recruiters; scores between 3.5 and 4.49 had above average importance to recruiters; scores between 2.5 and 3.49 had average importance to recruiters; scores between 1.5 and 2.49 had low importance; and factors below 1.49 indicated no importance. This data summary is given in Table I.

Results of Analysis

The primary objective of this research study was to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. In Table I answers are listed from the highest mean score (highest importance) to the lowest mean score (lowest importance). Paralleling the premise set forth in the research conducted by Shingleton and Scheetz (55) of Michigan State University Placement Services, the following rating scale for the analysis of the data (mean scores for each factor) was used:

<u>Mean Scores</u>	<u>Level of Importance</u>
Above 4.5	Highest importance to recruiters
Between 3.5 and 4.49	Above average importance to recruiters
Between 2.5 and 3.49	Average importance to recruiters
Between 1.5 and 2.49	Low importance to recruiters
Below 1.49	No importance to recruiters

As per the objective of the research, it is imperative to initially focus on the factors which had the highest importance to recruiters. These factors were defined as those with mean scores above 4.5. Table II delineates the factors with the highest importance as rated by the recruiters. Recruiters are most concerned about the

candidate's honesty and integrity, positive attitude, dependability, and leadership qualities. Also, the recruiters are most concerned about the candidate's ability to motivate others, ability to get things done, ability to handle pressure, and ability to accept responsibility. Enthusiasm and common sense also have high importance as rated by the recruiters.

TABLE II
FACTORS WITH HIGH IMPORTANCE AS RATED BY
RECRUITERS (MEAN SCORES ABOVE 4.5)

Factor	Mean
Honesty and integrity	4.792
Positive attitude	4.727
Dependability	4.675
Leadership qualities	4.584
Ability to motivate others	4.571
Ability to get things done	4.553
Ability to handle pressure	4.545
Ability to accept responsibility	4.545
Enthusiasm	4.519
Common sense	4.513

Factors with mean scores between 3.5 and 4.49 have above average importance, as rated by recruiters. In the research conducted, the recruiters rated 26 factors or characteristics in this category.

Table III lists the factors, from the highest mean score to the lowest mean score, with above average importance.

The factors having average importance as rated by the recruiters have mean scores between 2.5 and 3.49. In the research conducted, the recruiters rated 19 factors or characteristics in this category. Table IV lists the factors with average importance, from the highest mean score to the lowest mean score.

Factors with mean scores between 1.5 and 2.49 have low importance, as rated by recruiters. In the research conducted, the recruiters rated five factors or characteristics in this category. Low importance was placed on a Degree in Hotel and Restaurant Administration, interest in sports, musical knowledge, academic minor, and computer knowledge. Table V lists the factors with low importance, from the highest mean score to the lowest mean score.

It should also be noted that there were not any factors or characteristics rated below 1.49 by the recruiters. A mean score below 1.49 would have indicated that the factor being rated had no importance. The fact that no characteristics were rated below 1.49 upholds the premise that the pre-test conducted, served to eliminate any factors or characteristics which were not important. This kept the questionnaire more realistic and applicable, as well as brief. During the pre-test, the recruiters indicated that the questionnaire needed to be realistic, and as short as possible.

As part of the research instrument, adequate space was provided at the end of each questionnaire for the recruiter to add comments if he/she wanted to do so. In the instructions at the beginning of the questionnaire, the recruiter was informed that space was provided at

TABLE III
 FACTORS WITH ABOVE AVERAGE IMPORTANCE AS RATED
 BY RECRUITERS (MEAN SCORES BETWEEN
 3.5 AND 4.49)

Factor	Mean
Alertness and attentiveness	4.442
Initiative	4.429
Emotional maturity and stability	4.355
High energy level	4.342
Conscientiousness	4.338
Ability to work as part of a team	4.338
Problem-solving ability	4.316
Self-confidence	4.263
Decision making skills	4.117
Interpersonal skills	4.117
Achievement orientation	4.078
Outgoing personality	4.065
Ability to recognize and discuss weaknesses	4.065
Good health	4.026
Oral communication skills	3.974
Ability to handle criticism	3.961
Aggressiveness	3.935
Suitable appearance	3.896
Knowledge of work expectancy	3.882
Intelligence	3.844
Morality	3.831
Recommendations from former employers	3.753
Creativity or innovative ideas	3.727
Realistic self-development and career goals	3.688
Competitiveness	3.684
Sociability	3.649

the conclusion of the questionnaire, for individual comments to be written. Thirteen of the 77 recruiters chose to write their comments at the conclusion of the questionnaire. The comments are as follows:

1. The more experience the better!
2. Above all: leadership, common sense, and integrity; plus price and self-respect.
3. I would like to see a copy of your study.
4. Thank you for recognizing "themed" restaurants as being a "separate entity." I hope your compiled research will help to develop a more qualified individual for this division of the restaurant business. I will be anxiously awaiting your report. Thank you again!
5. I would like to see the results of the 10 most important and the 10 least important. Thanks.
6. I consider either an A.A. or B.A. in H.R.M. a definite asset for a person entering our field. However, the vast majority of applicants are from outside the college recruiting efforts of my division. My decisions are based primarily on how I feel the applicants will respond to their environment, i.e., will they control or be controlled? If I can help further, please call. My card is attached.
7. The scoring of the above criteria represents an ideal entry-level manager. Realistically we look more for potential in those areas that are rated as high levels of importance.
8. As you are aware, we do operate an entertaining dining "experience." I have found that operations managers in such an establishment have a profile of successful experience, as well as the knowledge of the business, learned either at an institution such as yours or through work experience. Most important to our operation is a proven track record, gained, once again, either through experience or education.
9. In-built capabilities, I think, are far more important than trainable capabilities when hiring entry-level managers.
10. Things such as resume construction, appearance, and interview behavior are usually structured by the placement office and rarely are the result of personal initiative. For example, often resumes must be approved by the placement office before interviews are granted. Attitude and desire to succeed seem to be the primary indicators of success regardless of background.

11. My experience thus far has led me to seek out the person and related characteristics first, then professional job-related skills second.
12. Being able to delegate authority and responsibility is very important. Too often management tries to do everything and does not delegate responsibilities to subordinates.
13. On-the-job experience is the most important. While in school a combination of textbooks and on-the-job experience would be excellent.

TABLE IV

FACTORS WITH AVERAGE IMPORTANCE AS RATED
BY RECRUITERS (MEAN SCORES BETWEEN
2.5 AND 3.49)

Factor	Mean
Previous career related work experience	3.494
Sense of humor	3.494
Willingness to relocate	3.364
Talented in several areas	3.355
Preparedness for interview	3.221
Food production expertise	3.184
Written communication skills	3.105
Marketing orientation	3.052
Prestige orientation	3.0
Knowledge of company	2.883
Aesthetic interests	2.795
Creative use of leisure time	2.753
Bartending expertise	2.740
Mechanical inclination	2.727
Well-planned resume	2.727
Grade point average (major)	2.675
Recommendations from faculty	2.662
Grade point average (overall)	2.610
Extracurricular activities	2.519

TABLE V
FACTORS WITH LOW IMPORTANCE AS RATED BY
RECRUITERS (MEAN SCORES BETWEEN
1.5 AND 2.49)

Factor	Mean
Degree in Hotel and Restaurant Administration	2.325
Interest in sports	2.184
Musical knowledge	2.130
Academic minor	2.052
Computer knowledge	2.013

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to determine which factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. These factors were determined by having 77 recruiters for chain restaurants, with a diversity toward entertainment, complete the research questionnaire.

Summary

The objective of the study was to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment. Based on the information provided as a result of the mentioned objective, several recommendations can be made.

The method used to obtain the research data was to mail a letter, questionnaire, and self-addressed, postage-paid envelope to 108 recruiters of managerial personnel for chain restaurants in the United States with a diversity toward entertainment. Three weeks after the initial mailing, a follow-up letter was sent to the recruiters who had not returned a completed questionnaire. After allowing eight weeks, 77 questionnaires were received from the total of 108 which had been originally mailed. The response rate was 71 percent.

The recruiters were asked to rate 60 factors or characteristics on a scale of from five (high importance) to one (no importance). In relation to each of the characteristics delineated in the questionnaire, the recruiter was asked, "When recruiting new, entry-level managers for employment in your organization, a restaurant chain with a diversity toward entertainment, how important is each of the following factors?"

Absolute frequencies were calculated for each answer with adjusted frequencies (percentages) also calculated. Table I, pages 54-59, listed answers from the highest mean score (highest importance) to lowest mean score (lowest importance). For each factor the number of valid cases and missing cases was indicated. Factors with mean scores above 4.5 had the highest importance to recruiters; scores between 3.5 and 4.49 had above average importance to recruiters; scores between 2.5 and 3.49 had average importance to recruiters; scores between 1.5 and 2.49 had low importance; and factors below 1.49 had no importance.

The primary objective of the research was to determine the factors which had the highest importance as rated by the recruiters. Ten of the 60 factors were rated above the mean score of 4.5. The research results indicate that the recruiters are most concerned about the following factors:

1. Honesty and integrity
2. Positive attitude
3. Dependability
4. Leadership qualities
5. Ability to motivate others
6. Ability to get things done

7. Ability to handle pressure
8. Ability to accept responsibility
9. Enthusiasm
10. Common sense

Factors with mean scores between 3.5 and 4.49 had above average importance, as rated by the recruiters. The recruiters rated 26 factors or characteristics in this category. They are, from the highest mean score to the lowest mean score, the following:

1. Alertness and attentiveness
2. Initiative
3. Emotional maturity and stability
4. High energy level
5. Conscientiousness
6. Ability to work as part of a team
7. Problem-solving ability
8. Self-confidence
9. Decision making skills
10. Interpersonal skills
11. Achievement orientation
12. Outgoing personality
13. Ability to recognize and discuss weaknesses
14. Good health
15. Oral communication skills
16. Ability to handle criticism
17. Aggressiveness
18. Suitable appearance
19. Knowledge of work expectancy

20. Intelligence
21. Morality
22. Recommendations from former employers
23. Creativity or innovative ideas
24. Realistic self-development and career goals
25. Competitiveness
26. Sociability

It is important to understand the factors or characteristics which 77 recruiters for chain restaurants with a diversity toward entertainment, have identified as being of high importance in regard to the new, entry-level manager. Likewise, it is beneficial to be aware of the 26 factors which the recruiters rated as being above average in importance, when hiring the new college graduate for a management position.

Conclusions

For the many reasons discussed, and examples cited throughout this dissertation, it is predicted that restaurants with a diversity toward entertainment will become increasingly more abundant in the next several years. Because of the diversity toward entertainment, and the many areas of expertise involved in this regard, today's specialized restaurant manager needs to possess a diversity of talents, abilities, and skills to be successful. Therefore, the determining of the factors recruiters believe to be most important when selecting the successful managerial recruits for chain restaurants with a diversity toward entertainment, can be an extremely useful tool for the industry's educators, students, and recruiters.

After extensive research, few previous research studies illustrated a direct relationship to this particular study. Little, if any, of this type research has been conducted up to this point in the hospitality industry. Furthermore, the chain restaurant concept under consideration is quite contemporary, with very little information having been published about this specialized restaurant format to date.

However, the author will relate to the information discussed in the review of literature, the 10 factors the recruiters rated as having high importance, when selecting new, entry-level managers for employment in a restaurant chain with a diversity toward entertainment. The 10 factors rated as having high importance, with mean scores about 4.5, are the following:

1. Honesty and integrity
2. Positive attitude
3. Dependability
4. Leadership qualities
5. Ability to motivate others
6. Ability to get things done
7. Ability to handle pressure
8. Ability to accept responsibility
9. Enthusiasm
10. Common sense

Since no previous, similar study has been done to date, it is not possible to compare results of another research study which totally parallel those found as a result of this study. The study conducted by the Placement Services at Michigan State University surveyed 471 businesses, governmental agencies, and educational institutions

employing new college graduates of a multitude of majors. The research instrument used in this study was adapted from a particular segment of the research instrument used at Michigan State University. Because the two groups of recruiters completing the research instrument were quite different, representing different business organizations, it is difficult to meaningfully compare the results of the two studies. Nonetheless, in each research study the recruiters were most concerned (among other factors) about the candidate's ability to get things done and the candidate's honesty and integrity.

In both the current research study under consideration and the one conducted by Michigan State University, the following factors were each rated by recruiters as being above average in importance:

- Decision making skills
- Interpersonal skills
- Achievement orientation
- Outgoing personality
- Oral communication skills
- Aggressiveness
- Suitable appearance
- Knowledge of work expectancy
- Intelligence
- Creativity or innovative ideas
- Realistic self-development and career goals

The various references cited in the review of literature do substantiate the factors which the recruiters rated as having high importance. A specific example of the traits of the successful managerial recruit is cited by one recruiter. The most important characteristics

this recruiter's company looks for in a managerial applicant include common sense and a positive attitude. Each of these factors was rated as being of high importance by the recruiters in the research study.

Similarly, the ability to get things done is deemed as being quite important for a successful managerial recruit, as emphasized by another recruiter surveyed in the review of literature. This characteristic was also rated as being of high importance by the 77 recruiters, as was common sense. Several of the recruiters cited, agree that common sense is definitely needed by the new, entry-level manager to be successful.

From the research results the recruiters indicated that high importance is placed on the successful managerial recruits possessing enthusiasm, leadership qualities, and the ability to handle pressure or stress. The Carnegie Institute Study identified desired managerial skills, by asking 70 large corporations which skills or traits they considered to be most important to business success. Two of the top characteristics cited were enthusiasm and leadership qualities. Several sources in the review of literature emphasized that the hotel and restaurant industries are extremely demanding on a manager, requiring long hours and a high tolerance for stress.

It is quite significant to be aware of the factors or characteristics which 77 recruiters for chain restaurants with a diversity toward entertainment, have identified as being of high importance in regard to the new entry-level manager. Similarly, it is beneficial to be aware of the 26 factors which the recruiters rated as being above average in importance, when hiring the new college graduate for

a management position. When the recruiters better understand the most important characteristics needed by the new managerial candidate to be a success, the recruiters can more expertly recruit and select the successful candidate, versus hiring one who definitely does not adequately meet the established criteria. This knowledge put into practice can help to partially decrease the expensive turnover dilemma often associated with the hiring of new managers.

However, it is also important for a recruiter during an interview to be able to realize the potential of a new college graduate for a managerial position. This is quite significant because many managerial recruits have not had the opportunity, through past work experiences, to develop many of the leadership responsibilities, which have been deemed as quite important. Therefore, by knowing the most important factors or characteristics, the recruiter, trainer, or educator may be able to help a new recruit improve upon weak areas, or to gain guided supervision in attaining a higher level of competency in an important area, in which the recruit has not had any experience. This is substantiated by one of the recruiters who completed the questionnaire. He remarked, "The scoring of the criteria represents an ideal entry-level manager. Realistically, we look more for potential in those areas that are rated as high levels of importance."

Recommendations

In the same way that knowing the most important factors in regard to the new, entry-level manager will be of assistance to the recruiters, knowing these factors can also be of tremendous benefit to university hotel and restaurant administration professors. This

information can assist university professors in establishing or revising curriculums, in developing course content, and in advising students interested in beginning a management career within this specialized restaurant area. An analysis of the research results and information derived from the review of literature produced a basis for the following recommendations:

1. When faculty are aware of the factors which recruiters rate as being of high importance and above average importance in regard to the new, managerial candidate, they can share this information with interested students. Students can then begin to evaluate themselves in regard to their own strengths and weaknesses. If a student is weak in a particular area of importance, there are many things a student can do while in college, to gain experiences needed for self-improvement. Perhaps this improvement will relate to a specialized work experience which will provide the student the opportunity to develop leadership qualities and the ability to motivate others.

2. Faculty members need to stress in the classroom, the importance of honesty and integrity, positive attitude, dependability, enthusiasm, and common sense. More importantly, faculty members need to practice these qualities daily, so that students can better realize the significance of these characteristics as they relate to the world of work.

3. In order to make effective changes in curriculums, there needs to be substantial communication between industry leaders (in many cases, the recruiters) and educators. The research conducted, as reported in this dissertation, is a successful example of such interaction.

4. Hospitality curriculum planners should consider the traits of those most successful in the field, when educating current students and determining curriculum content. Students should be given the opportunity to develop these skills and abilities as part of their planned college education.

5. As several of the written comments made by the recruiters indicate, after having completed the research questionnaire, students should try to have meaningful work experiences. Hotel and restaurant recruiters today are looking for people who know, from first-hand experience, what the hospitality industry is all about. It is imperative that the educational process be supplemented with actual on-the-job work experience, which is geared toward the individual area of interest of each student. Students interested in working for a restaurant with a diversity toward entertainment, should be encouraged to gain related work experiences while still an undergraduate student.

6. A recommendation for further research would be to conduct similar studies by contacting recruiters of other types of restaurant formats, such as fast food chains, cafeterias, etc., or even hotels, to determine the factors recruiters believe to be most important when selecting the successful managerial recruits for these types of specialized restaurant and/or hotel formats. The research results of the different studies could then be compared and contrasted. Faculty could utilize this information in advising students and in determining curriculum content.

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APPENDIXES

APPENDIX A

CORRESPONDENCE

Date

Dear _____ :

As a professor in the School of Hotel and Restaurant Administration at Oklahoma State University, I am conducting a research study focusing on restaurant chains with a diversity toward entertainment. Examples would include those chains such as Bobby McGees Conglomeration and TGI Friday's, as well as many others.

The objective of the study is to establish the ideal characteristic profile of the successful manager for restaurants with a diversity toward entertainment. To develop a national and accurate sample, your assistance is requested. You are the only representative being contacted from your state, and consequently your response in this research endeavor is extremely important.

Could you please send to our office the names and addresses of five different restaurants located in your state which could be classified as restaurants with a diversity toward entertainment? To aid you in your selection of restaurants, please consider the following definition:

Restaurant, with a diversity toward entertainment -

This property not only serves food, but also exhibits a blending of unique characteristics, possibly in regard to such areas as decor, atmosphere, music, service style, menu, etc. The total product/service mix for this restaurant will have a diversity toward entertainment. This implies that when guests are at the restaurant, they are not only having a meal, but are being entertained as well.

Please use the enclosed form to submit the requested information. I look forward to receiving the names and addresses of the restaurants representative of your state. For your assistance in this project, the results of the study will be forwarded to you if you indicate that you would like to receive them.

Your cooperation and assistance are greatly appreciated. Thank you very much.

Sincerely,

Daniel A. Emenheiser
Assistant Professor
DAE/lsl

Date

Dear _____:

Thank you for your efficient response to my inquiry of June 9, 1980. The information you have provided will definitely contribute to the success of the research study.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl

Date

Dear _____:

On June 9, 1980, I sent you a letter and form asking for information in regard to a current research study I am conducting. Presently, I have not received your reply and would appreciate your sending me the requested information.

To ensure the successful completion of this study, it is vital that I receive this information. A copy of the original letter and form is enclosed, along with a self-addressed, stamped envelope.

Your consideration in this matter is greatly appreciated.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl
Enclosures

Date

Dear _____:

As a professor in the School of Hotel and Restaurant Administration at Oklahoma State University, I am conducting a research study focusing on restaurant chains with a diversity toward entertainment. Examples would include those chains such as Bobby McGees Conglomeration and TGI Friday's, as well as many others.

The objective of the study is to establish the ideal characteristic profile of the successful manager for restaurants with a diversity toward entertainment. To develop a national and accurate sample, your assistance is requested. You are the only representative being contacted from your state, and consequently your response in this research endeavor is extremely important.

Could you please send to our office the names and addresses of five different restaurants located in your state which could be classified as restaurants with a diversity toward entertainment? To aid you in your selection of restaurants, please consider the following definition:

Restaurant, with a diversity toward entertainment -

This property not only serves food, but also exhibits a blending of unique characteristics, possibly in regard to such areas as decor, atmosphere, music, service style, menu, etc. The total product/service mix for this restaurant will have a diversity toward entertainment. This implies that when guests are at the restaurant, they are not only having a meal, but are being entertained as well.

Please use the enclosed form to submit the requested information. I look forward to receiving the names and addresses of the restaurants representative of your state. For your assistance in this project, the results of the study will be forwarded to you if you indicate that you would like to receive them.

Your cooperation and assistance are greatly appreciated. Thank you very much.

Sincerely,

Daniel A. Emenheiser
Assistant Professor
DAE/lsl

Date

Dear _____:

Thank you for your efficient response to my inquiry. The information you have provided will definitely contribute to the success of the research study.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl

Date

Dear _____:

On July 29, 1980, I sent you a letter and form asking for information in regard to a current research study I am conducting. Presently, I have not received your reply and would appreciate your sending me the requested information.

To ensure the successful completion of this study, it is vital that I receive this information. A copy of the original letter and form is enclosed, along with a self-addressed, stamped envelope.

Your consideration in this matter is greatly appreciated.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl

Date

Dear _____:

As a professor in the School of Hotel and Restaurant Administration at Oklahoma State University, I am currently attempting to acquire the names, titles, and addresses of recruiters for restaurant companies. Would you please send me the name, title, and address of the person who serves as your company's recruiter for management personnel?

I greatly appreciate your assistance in this matter, and look forward to receiving the information I have requested in the near future. Thank you very much.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/1s1

Date

Dear _____:

On July 15, 1980, I sent you a letter requesting the name, title, and address of your company's recruiter for management personnel. Presently, I have not received this information.

Would you please send me the requested information as soon as possible? Thank you very much, as your assistance in this request is greatly appreciated.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl

Date

Dear _____:

As a professor in the School of Hotel and Restaurant Administration at Oklahoma State University, I am currently attempting to acquire the name, title, and address of recruiters (or of the person who is responsible for hiring managerial personnel) for restaurant companies. Would you please write this information at the bottom of this letter in regard to your company? You can simply return your response to me in the enclosed self-addressed, stamped envelope.

I greatly appreciate your assistance in this matter and look forward to hearing from you as soon as possible. Thank you very much.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/1s1

Recruiter's Name _____

Title _____

Company _____

Address _____

Date

Dear _____:

As a professor in the School of Hotel and Restaurant Administration at Oklahoma State University, I am conducting a research study focusing on the successful managerial recruits, i.e., new, entry-level managers, for restaurant chains with a diversity toward entertainment. This type of restaurant is defined as follows:

It is a property which not only serves food, but also exhibits a blending of unique characteristics, possibly in regard to such areas as decor, atmosphere, music, service style, menu, etc. The total product/service mix for this restaurant will have a diversity toward entertainment. This implies that when guests are at the restaurant, they are not only having a meal, but are also being entertained.

The objective of the study is to determine the factors which recruiters believe to be most important when selecting the successful managerial recruit. Another objective stemming from the results of the study is to develop recommendations for university hotel and restaurant curriculums to better prepare the student of the future for this growing and specialized field.

To develop a national and accurate sample, your assistance is requested. You are the only representative being contacted from your company, and consequently your response in this research endeavor is extremely important. Please complete the enclosed questionnaire at your earliest convenience. Return the questionnaire, using the enclosed self-addressed, stamped envelope. Your individual responses will remain confidential, and only summary data will be made public.

Thank you very much for your assistance in this request. Upon completion of the study, the results will be sent to you. I look forward to receiving your completed questionnaire.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/1s1
Enclosures

Date

Dear _____:

On October 2, 1980, I sent you a letter and questionnaire which I had asked you to complete. Presently, I have not received your completed questionnaire. Please complete the questionnaire and return it to me as soon as possible.

To ensure the successful completion of this study, it is vital that I receive this information. Copies of the original letter and questionnaire are enclosed, along with a self-addressed, stamped envelope.

Your consideration in this matter is greatly appreciated.

Sincerely,

Daniel A. Emenheiser
Assistant Professor

DAE/lsl
Enclosures

APPENDIX B

FORMS

Restaurants with a diversity toward entertainment:

Please list the names, addresses, and phone numbers of five different chain restaurants located in your state which could be classified as restaurants with a diversity toward entertainment. If the chain headquarters are in your state, please indicate this.

Restaurant	Address	City	State	Phone Number	Are chain headquarters located in your state?
1.					
2.					
3.					
4.					
5.					

Your assistance in this research study is greatly appreciated. After completing this form, please mail it to:

Mr. Daniel A. Emenheiser, Assistant Professor
School of Hotel and Restaurant Administration
421 Home Economics West
Oklahoma State University
Stillwater, Oklahoma 74078

APPENDIX C

STATE RESTAURANT ASSOCIATION EXECUTIVES

State Restaurant Association Executives

1. Alabama
Mr. Stewart P. McLaurin, Executive Director
Alabama Restaurant and Food Service Association
12 Office Park Circle, Suite 101
Birmingham, Alabama 35223
2. Arizona
Mr. Joe Banks, Executive Secretary
Arizona Restaurant Association
112 N. Central, Suite 417
Phoenix, Arizona 85004
3. Arkansas
Mr. Maurice E. Lewis, Executive Vice-President
Arkansas Restaurant Association
8121 Interstate 30
PO Box 9426
Little Rock, Arkansas 72209
4. California
Mr. Stanley R. Kyker, General Manager
California Restaurant Association
448 S. Hill Street, Suite 612
Los Angeles, California 90013
5. Colorado
*Mr. Donald Quinn, Executive Director
Colorado-Wyoming Restaurant Association
1239 Elati Street
Denver, Colorado 80204
6. Connecticut
*Mr. Lee Isenberg, Executive Director
Associated Restaurants of Connecticut
179 Allyn Street, Suite 304
Hartford, Connecticut 06103
7. Delaware
*Ms. Irene S. Beardwood
Delaware Restaurant Association
PO Box 7838
Newark, Delaware 19711

8. District of Columbia
Mr. John S. Cockrell, Executive Vice-President
Restaurant Association of Metropolitan Washington, Inc.
5454 Wisconsin Avenue
Washington, DC 20015
9. Florida
*Mr. Jerome Robinson, Executive Director
Florida Restaurant Association
1077 N.E. 125th Street
North Miami, Florida 33161
10. Georgia
Ms. Marge McDonald, President
Georgia Hospitality & Travel Association
201 Harris Tower
233 Peachtree, N.E.
Atlanta, Georgia 30303
11. Hawaii
Ms. Dorothy W. Lindley, Executive Director
Hawaii Restaurant Association
1370 Pacific Trade Center
Honolulu, Hawaii 96813
12. Idaho
Mr. David Hand, Executive Vice-President
Idaho Restaurant and Beverage Association
PO Box 8694
Boise, Idaho 83707
13. Illinois
*Mr. L. C. Buckmaster, President
Chicago and Illinois Restaurant Association
20 N. Wacker Drive, Room 1130
Chicago, Illinois 60606
14. Indiana
*Mr. Warren Spangle, Executive Vice-President
Indiana Restaurant Association
2120 N. Meridian Street
Indianapolis, Indiana 46202
15. Iowa
Mr. Peter G. Canakes, Executive Secretary
Iowa Restaurant Association
415 Shops Building
Des Moines, Iowa 50309

16. Kansas
Mr. W. T. Morris, Executive Vice-President
Kansas Restaurant Association
359 Hydraulic
Wichita, Kansas 67211
17. Kentucky
Ms. Mildred H. Potter, Executive Vice-President
Kentucky Restaurant Association, Inc.
455 River City Mall
Suite 417-421 Starks Building
Louisville, Kentucky 40202
18. Louisiana
*Mr. Edison Campanella, Executive Director
Louisiana Restaurant Association
3350 Ridgelake Drive, Suite 101
Metairie, Louisiana 70002
19. Maine
Mr. Carl Sanford, Executive Vice-President
Maine Restaurant Association
38 Main Street, Box 603
Damriscotta, Maine 04543
20. Maryland
Mrs. Letitia B. Carter, Executive Secretary
Restaurant Association of Maryland, Inc.
Suburbia Building, Suite 305
5602 Baltimore National Pike
Baltimore, Maryland 21228
21. Massachusetts
Mr. Raymond J. Murgia, Executive Vice-President
Massachusetts Restaurant Association
825 Washington Street
Newtonville, Massachusetts 02160
22. Michigan
Mr. Henry A. Montague, President
Michigan Restaurant Association
30161 Southfield Road, Suite 300
Southfield, Michigan 48075
23. Minnesota
Mr. Arnold J. Hewes, Executive Vice-President
Minnesota Restaurant Association
2001 University Avenue
St. Paul, Minnesota 55104

24. Mississippi
Mr. Albert Speed, Executive Vice-President
Mississippi Restaurant Association
PO Box 5392
Jackson, Mississippi 39216
25. Missouri
Ms. Mildred Schulze, Executive Vice-President
Missouri Restaurant Association
4003 Pennsylvania Avenue
Kansas City, Missouri 64111
26. Nebraska
*Mr. Herman Siefkes, Business Manager
Nebraska Restaurant Association
1220 Lincoln Benefit Life Building
Lincoln, Nebraska 68503
27. New Hampshire
Mr. Hal Thomas, Executive Vice-President
New Hampshire Hotel, Motel & Restaurant Association
93 Wentworth Road
Portsmouth, New Hampshire 03801
28. New Jersey
*Ms. Nancy Kelly, Executive Director
New Jersey Restaurant Association
1099 Wall Street West
Lyndhurst, New Jersey 07071
29. New Mexico
Mr. Francis Durkin, Executive Vice-President
New Mexico Restaurant Association, Inc.
2130 San Mateo Blvd., Suite C
Albuquerque, New Mexico 87110
30. New York
*Mr. Fred Sampson, Executive Vice-President
New York State Restaurant Association, Inc.
250 W. 57th Street
New York, New York 10019
31. North Carolina
Mr. T. Jerry Williams, Executive Vice-President
North Carolina Restaurant Association, Inc.
PO Box 6528
Raleigh, North Carolina 27628

32. North Dakota
Mr. Tom Woodmansee, Executive Secretary
North Dakota Hospitality Association
PO Box 428
Bismarck, North Dakota 58501
33. Ohio
Mr. Robert L. Henry, Executive Secretary
Ohio State Restaurant Association
2020 Brice Road, Suite 125
Reynoldsburg, Ohio 43068
34. Oklahoma
Mr. Justin Hill, Executive Vice-President
Oklahoma Restaurant Association
2207 N. Broadway
Oklahoma City, Oklahoma 73103
35. Oregon
Mrs. Helen R. Cover, Executive Vice-President
Restaurants of Oregon Association
1220 S.W. Morrison, Room 427
Portland, Oregon 97205
36. Pennsylvania
*Mr. Robert Newsanger, Executive Director
Pennsylvania Restaurant Association
Host Inn, Suite 127
4751 Lindle Road
Harrisburg, Pennsylvania 17111
37. Rhode Island
*Mr. Gerald Hanley, Jr., President
Rhode Island Restaurant Association
1071 Main Street
Warren, Rhode Island 02886
38. South Carolina
Ms. Barbara Beck, Executive Director
South Carolina Restaurant Association
2112 Sumpter
Columbia, South Carolina 29211
39. South Dakota
Mr. Ed Glassgow, CAE, Executive Director
South Dakota Restaurant Association
PO Box 1580
Rapid City, South Dakota 57709

40. Tennessee
Mr. Ron Hard, Executive Director
Tennessee Restaurant Association
1451 Elm Hill Pike, Suite 185
Nashville, Tennessee 37211
41. Texas
Mr. Giles Spillar, Food Service Consultant
Texas Restaurant Association
PO Box 1429
Austin, Texas 78767
42. Utah
Mr. Van V. Heffner, Executive Director
Utah Restaurant Association
1058 "A" East
900 South
Salt Lake City, Utah 84105
43. Vermont
Mr. Gar Anderson, Executive Secretary
Vermont Hotel-Motel & Restaurant Association
148 State Street
Montpelier, Vermont 05602
44. Virginia
Mr. Herbert J. Clegg, Executive Vice-President
Virginia Restaurant Association
2101 Libbie Avenue
Richmond, Virginia 23230
45. Washington
Mr. John F. Gordon, Executive Vice-President
Restaurant Association of the State of Washington, Inc.
722 Securities Building
Seattle, Washington 98101
46. West Virginia
*Mr. Roger Hughes, Executive Director
West Virginia Restaurant and Licensed Beverage Association
PO Box 2391
Charleston, West Virginia 25328
47. Wisconsin
*Ms. Lois Gaines, Executive Vice-President
Wisconsin Restaurant Association
122 W. Washington Avenue
Madison, Wisconsin 53702

*Did not furnish information.

APPENDIX D

UNIVERSITY HOTEL AND RESTAURANT
ADMINISTRATION PROFESSORS

University Hotel and Restaurant Administration Professors
(First List)

1. Colorado

Dr. Robert A. Brymer
School of Hotel and Restaurant Management
University of Denver
University Park
Denver, Colorado 80208

2. Connecticut

Dr. Warren Smith, Dean
Department of Hotel and Restaurant Administration
University of New Haven
300 Orange Avenue
West Haven, Connecticut 06516

3. Delaware

Mr. Nicholas J. Hadgis, Director
Hotel and Food Service Management
Brandywine College
PO Box 7139
Wilmington, Delaware 19803

4. Florida

Dr. Gerald Lattin, Dean
School of Hotel, Food and Travel Services
Florida International University
Tamiami Trail
Miami, Florida 33199

5. Illinois

*Ms. Kathleen McGarry, Head
Hotel, Restaurant, and Institutional Management Department
Lexington Institute
10840 South Western Avenue
Chicago, Illinois 60643

6. Indiana

Dr. Joseph J. Cioch, Head
Department of Restaurant, Hotel, and Institutional Management
Purdue University
105 Stone Hall
West Lafayette, Indiana 47907

7. Louisiana
Dr. Eddystone Nebel, III, Director
Department of Hotel, Restaurant, and Tourism Administration
University of New Orleans
Lakefront
New Orleans, Louisiana 70122
8. Montana
Ms. Bonnie Egan
Family Training Center
Glasgow Air Force Base
Montana 59231
9. Nebraska
*Ms. Carol L. Cotner
Home Economics Department
Southeast Community College-Lincoln
Box 82107
Lincoln, Nebraska 68501
10. New Jersey
*Mr. John McLaughlin
Hospitality Management Program
Atlantic Community College
Route 322
Mays Landing, New Jersey 08330
11. Nevada
Dr. John Stefanelli
College of Hotel Administration
University of Nevada, Las Vegas
Maryland Parkway
Las Vegas, Nevada 89154
12. New York
*Mr. George Alley, Director
School of Food Administration, Hotel, and Tourism
Rochester Institute of Technology
One Lomb Memorial Drive
Rochester, New York 14832
13. Oregon
Mr. Loyal F. Buroker
Commercial Food Preparation, Hotel, Restaurant, and
Institutional Management
Portland Community College
12000 S.W. 49th Avenue
Portland, Oregon 97219

14. Pennsylvania

Dr. Leo Renaghan, Head
Food Service and Housing Administration
Pennsylvania State University
Henderson Building, Room 12
University Park, Pennsylvania 16802

15. Rhode Island

*Mr. Earnest S. Staltare, Director
Culinary Arts and Food Service Department
Johnson and Wales College
One Washington Avenue
Providence, Rhode Island 02903

16. Wisconsin

*Dr. J. Anthony Samenfink, Dean
Dietetics and Food Service Administration
University of Wisconsin
Menomonie, Wisconsin 54751

*Did not furnish information.

University Hotel and Restaurant Administration Professors
(Second List)

1. Connecticut

*Ms. Doris Johnson
Department of Hotel and Restaurant Administration
University of New Haven
300 Orange Avenue
West Haven, Connecticut 06516

2. Illinois

Mr. Eugene Bertog, Chairman
Hotel-Motel Management Department
Oakton Community College
7900 North Nagle
Morton Grove, Illinois 60053

3. Indiana

*Mr. Larry Anderson
Hotel-Restaurant Management Program
Northwood Institute
West Baden, Indiana 47469

4. Montana

*Director
Food Service Management Department
Home Economics
University of Montana
Minoula, Montana 59812

5. Nebraska

*Instructor
Food Service Management Program
Central Nebraska Vocational-Technical School
PO Box 1024
Hastings, Nebraska 68901

6. New Jersey

*Mr. Terry Lull
Department of Hotel/Restaurant Management
Fairleigh Dickinson University
187 Fairview Avenue
Rutherford, New Jersey 07070

7. New York

*Mr. Gerald Griffin
Hotel, Restaurant Management Department
New York City Community College
300 Jay Street
Brooklyn, New York 11201

8. Oregon

Director
Hotel and Restaurant Management Program
Oregon State University
Corvallis, Oregon 97330

9. Rhode Island

*Director
Department of Hotel Administration and Institutional
Management
Business Administration
Bryant College
Smithfield, Rhode Island 02917

10. Wisconsin

*Ms. Virginia Atkins
Food Service Management Program
Milwaukee Area Technical College
1015 North Sixth Street
Milwaukee, Wisconsin 53203

*Did not furnish information.

APPENDIX E

PRE-TEST QUESTIONNAIRE

"FACTORS RECRUITERS BELIEVE TO BE MOST IMPORTANT WHEN SELECTING THE
SUCCESSFUL MANAGERIAL RECRUIT FOR CHAIN RESTAURANTS WITH A
DIVERSITY TOWARD ENTERTAINMENT"

Oklahoma State University, School of Hotel and Restaurant Administration

When recruiting new managers for employment in your organization, a restaurant chain with a diversity toward entertainment, how important is each of the following factors? Read each factor and circle the one number that best describes your professional opinion.

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Problem-solving ability	1	2	3	4	5
Leadership qualities	1	2	3	4	5
High energy level	1	2	3	4	5
Ability to work as part of a team	1	2	3	4	5
Self-confidence	1	2	3	4	5
Willingness to accept responsibility	1	2	3	4	5
Competitiveness	1	2	3	4	5
Achievement-oriented	1	2	3	4	5
Food production expertise	1	2	3	4	5

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Bartending ability	1	2	3	4	5
Ability to motivate others	1	2	3	4	5
Interpersonal skills	1	2	3	4	5
Suitable appearance	1	2	3	4	5
Well-planned resume	1	2	3	4	5
Preparedness for interview	1	2	3	4	5
Enthusiasm	1	2	3	4	5
Positive attitude	1	2	3	4	5
Alertness and attentiveness	1	2	3	4	5
Good health	1	2	3	4	5
Ability to handle criticism	1	2	3	4	5
Ability to recognize and discuss weaknesses	1	2	3	4	5
Sense of humor	1	2	3	4	5
Mechanical inclination	1	2	3	4	5

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Conscientiousness	1	2	3	4	5
Responsibility	1	2	3	4	5
Talented in several areas	1	2	3	4	5
Practicality	1	2	3	4	5
Aesthetic interests	1	2	3	4	5
Emotional maturity and stability	1	2	3	4	5
Political awareness	1	2	3	4	5
Knowledge of world affairs	1	2	3	4	5
Military training	1	2	3	4	5
Morality	1	2	3	4	5
Creative use of leisure time	1	2	3	4	5
Prestige orientation	1	2	3	4	5
Ability to handle pressure	1	2	3	4	5
Interest in sports	1	2	3	4	5
Musical knowledge	1	2	3	4	5

Factor	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Marketing orientation	1	2	3	4	5
Computer knowledge	1	2	3	4	5
Ability to get things done	1	2	3	4	5
Initiative	1	2	3	4	5
Honesty and integrity	1	2	3	4	5
Dependability	1	2	3	4	5
Common sense	1	2	3	4	5
Oral communication skills	1	2	3	4	5
Reliability	1	2	3	4	5
Judgment skills	1	2	3	4	5
Degree in Hotel and Restaurant Administration	1	2	3	4	5
Decision making skills	1	2	3	4	5
Intelligence	1	2	3	4	5
Outgoing personality	1	2	3	4	5

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Creativity or innovative ideas	1	2	3	4	5
Written communication skills	1	2	3	4	5
Aggressiveness	1	2	3	4	5
Previous career related work experience	1	2	3	4	5
Grade point average (major)	1	2	3	4	5
Grade point average (overall)	1	2	3	4	5
Knowledge of work expectancy	1	2	3	4	5
Willingness to relocate	1	2	3	4	5
Recommendations from former employers	1	2	3	4	5
Sociability	1	2	3	4	5
Knowledge of company	1	2	3	4	5

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
Extracurricular activities	1	2	3	4	5
Academic minor	1	2	3	4	5
Recommendations from faculty	1	2	3	4	5
Marital status	1	2	3	4	5

Please check to be sure you have responded to all the factors. Please return the questionnaire to the School of Hotel and Restaurant Administration at Oklahoma State University in the enclosed postage-paid and addressed envelope.

Thank you very much!

APPENDIX F

QUESTIONNAIRE

"FACTORS RECRUITERS BELIEVE TO BE MOST IMPORTANT WHEN SELECTING THE
SUCCESSFUL MANAGERIAL RECRUIT FOR CHAIN RESTAURANTS WITH A
DIVERSITY TOWARD ENTERTAINMENT"

Oklahoma State University, School of Hotel and Restaurant Administration

When recruiting new, entry-level managers for employment in your organization, a restaurant chain with a diversity toward entertainment, how important is each of the following factors? Read each factor and circle the one number that best describes your professional opinion. It is realized that all of these factors may not be determined during an interview. Space is provided on the reverse side of this sheet, for additional comments.

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
1. Problem-solving ability	5	4	3	2	1
2. Leadership qualities	5	4	3	2	1
3. High energy level	5	4	3	2	1
4. Ability to work as part of a team	5	4	3	2	1
5. Self-confidence	5	4	3	2	1
6. Ability to accept responsibility	5	4	3	2	1
7. Competitiveness	5	4	3	2	1
8. Achievement-orientation	5	4	3	2	1

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
9. Food production expertise	5	4	3	2	1
10. Bartending expertise	5	4	3	2	1
11. Ability to motivate others	5	4	3	2	1
12. Interpersonal skills	5	4	3	2	1
13. Suitable appearance	5	4	3	2	1
14. Well-planned resume	5	4	3	2	1
15. Preparedness for interview	5	4	3	2	1
16. Enthusiasm	5	4	3	2	1
17. Positive attitude	5	4	3	2	1
18. Alertness and attentiveness	5	4	3	2	1
19. Good health	5	4	3	2	1
20. Ability to handle criticism	5	4	3	2	1

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
21. Ability to recognize and discuss weaknesses	5	4	3	2	1
22. Sense of humor	5	4	3	2	1
23. Mechanical inclination	5	4	3	2	1
24. Conscientiousness	5	4	3	2	1
25. Talented in several areas	5	4	3	2	1
26. Aesthetic interests	5	4	3	2	1
27. Emotional maturity and stability	5	4	3	2	1
28. Morality	5	4	3	2	1
29. Creative use of leisure time	5	4	3	2	1
30. Prestige orientation	5	4	3	2	1
31. Ability to handle pressure	5	4	3	2	1

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
32. Interest in sports	5	4	3	2	1
33. Musical knowledge	5	4	3	2	1
34. Marketing orientation	5	4	3	2	1
35. Computer knowledge	5	4	3	2	1
36. Ability to get things done	5	4	3	2	1
37. Initiative	5	4	3	2	1
38. Honesty and integrity	5	4	3	2	1
39. Dependability	5	4	3	2	1
40. Common sense	5	4	3	2	1
41. Oral communication skills	5	4	3	2	1
42. Realistic self-development and career goals	5	4	3	2	1
43. Degree in Hotel and Restaurant Administration	5	4	3	2	1

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
44. Decision making skills	5	4	3	2	1
45. Intelligence	5	4	3	2	1
46. Outgoing personality	5	4	3	2	1
47. Creativity or innovative ideas	5	4	3	2	1
48. Written communication skills	5	4	3	2	1
49. Aggressiveness	5	4	3	2	1
50. Previous career related work experience	5	4	3	2	1
51. Grade point average (major)	5	4	3	2	1
52. Grade point average (overall)	5	4	3	2	1
53. Knowledge of work expectancy	5	4	3	2	1
54. Willingness to relocate	5	4	3	2	1

Factors	Levels of Importance				
	High Importance	Above Average Importance	Average Importance	Low Importance	No Importance
55. Recommendations from former employers	5	4	3	2	1
56. Sociability	5	4	3	2	1
57. Knowledge of company	5	4	3	2	1
58. Extracurricular activities	5	4	3	2	1
59. Academic minor	5	4	3	2	1
60. Recommendations from faculty	5	4	3	2	1

Please remember to respond to the given factors, as the importance of each relates to a new, entry-level manager.

Please check to be sure you have responded to all the factors. Please return the questionnaire to the School of Hotel and Restaurant Administration at Oklahoma State University in the enclosed postage-paid and addressed envelope.

Thank you very much!

COMMENTS:

APPENDIX G

RECRUITERS FOR CHAIN RESTAURANTS WITH
A DIVERSITY TOWARD ENTERTAINMENT

Recruiters for Chain Restaurants with a
Diversity Toward Entertainment

1. Ms. Nancy Kincaid, Vice-President of Personnel
Gilbert/Robinson, Inc.
PO Box 16000
Wornall Road at Ward Parkway
Alameda Plaza Hotel
Kansas City, Missouri 64112
2. Mr. Hank Kraft, III, Vice-President of Operations
Molly Murphy's
Corporate Offices
5505 North Brookline
Oklahoma City, OK 73112
3. Mr. Dick Stubbs, Owner
Applewoods Restaurant and Club
4400 West Reno
Oklahoma City, OK 73108
4. Mr. Bill Shumate, Owner
Butterfield's
4217 NW 63rd
Oklahoma City, OK 73116
5. Mr. Jim Byrnes
McFaddin Kendrick
1900 Yorktown, Suite 100
Houston, Texas 77056
6. Ms. Mary Ellen Irwin, Personnel Director
Big Wheel Restaurants, Inc.
The Charley Horse
PO Box 1928
Highland, Indiana 46322
7. Mr. Bruce Anderson, Vice-President of Operations
Cajun's Wharf
11700 Arch Street Pike
Little Rock, Arkansas 72206
8. Mr. Charles L. Haskell, Vice-President of Finance
and Administration
Lettuce Entertain You Enterprises
5419 North Sheridan
Chicago, Illinois 60640

9. *Mr. Warner LeRoy
Maxwell's Plum
317 East 64th St.
New York, New York 10021
10. Personnel Director
Fred Gangs
Sirloin Stockade, Executive Offices
4630 NW 39th
Oklahoma City, OK 73122
11. Mr. Tom Pharr, Recruiter
Bennigan's Tavern
7709 Inwood Road
Dallas, Texas 75209
12. Ms. Tobie H. Sasser, Director of Personnel
T.G.I. Friday's, Inc.
14665 Midway Road
PO Box 400329
Dallas, Texas 75240
13. Mr. Jess Roman, Training Supervisor
Bobby McGee's Conglomeration, Inc.
2701 East Camelback Road
Suite 500
Phoenix, Arizona 85016
14. Mr. James B. VanCleave, Vice-President
Bowen's Restaurants Incorporated
(T.G.I. Friday's)
PO Box 5726
Little Rock, Arkansas 72205
15. Mr. Thomas N. Griffith, Personnel Director
The Morton Group
Arnie's
1030 North State Street
Chicago, Illinois 60610
16. Mr. James S. Errant
Chicago Claim Company
2314 North Clark Street
Chicago, Illinois 60614
17. Mr. Bruce Potter, Personnel Representative
The Ground Round
220 Forbes Road
Braintree, Massachusetts 02184

18. *Mr. Al Levie, President
Gulliver's, Administrative Office
12540 Beatrice Street
Los Angeles, California 90066
19. Mr. George Badonsky, Owner
George's Restaurant
6339 S. Central Avenue
Chicago, Illinois 60638
20. Mr. Mike Ilitch, Owner
Little Caesar's Pizzeria
Administrative Offices
38700 Grand River Avenue
Farmington Hills, Michigan 48018
21. *Ms. Joyce Younger, Vice-President of Operations
Max and Erma's
673 Mohawk
Columbus, Ohio 43206
22. Mr. Tom Damewood, Regional Personnel Manager
Marriott Corporation, Farrell's Division
Dept. F01.94
1 Marriott Drive
Washington, D.C. 20058
23. Mr. Gerry Hornbeck, Director of Training and Development
Restaurants Unlimited, Inc.
Clinkerdagger, Bickerstaff and Pett's Public House
1818 North Northlake Way
Seattle, Washington 98103
24. *Mr. Jim Becker, Vice-President
Chapter Eleven Restaurants
East 1711 Trent Avenue
Spokane, Washington 99202
25. Mrs. Philia Lau, Employment Manager
Spencecliff Corporation
1826 Kalakaua Avenue
Honolulu, Hawaii 96815
26. Mr. Paul Sachetti, Vice-President of Operations
W.D. Crowley's
300 West Wieuca Road, Suite 220
Atlanta, Georgia 30342

27. Mr. David Hoogesteger, Management Recruiter
Victoria Station Incorporated
14001 Goldmark, Suite 237
Dallas, Texas 75243
28. Mr. R. James Healy, Director of Management Development
The Borel Restaurants
2700 Campus Drive
San Mateo, California 94403
29. *Emilio Rodriguez, Regional Supervisor
Mariano's Restaurants, Inc.
5500 Greenville Avenue
Suite 1117
Dallas, Texas 75206
30. Mrs. Rhea Bartels, Personnel Manager
Frankenmuth Bavarian Inn
713 South Main Street
Frankenmuth, Michigan 48734
31. *Mr. Robert Hays, Recruiter
Southern Hospitality
1717 West End Avenue
Nashville, Tennessee 37203
32. Mr. Glenn Thompson, Director of Personnel
The Peasant, Inc.
3390 Peachtree Road, N.E.
Suite 1644
Atlanta, Georgia 30326
33. Mr. Peter V. DeNauw, Manager
DeNauw's Restaurant and Lounge
161 Loudon Road
Concord, New Hampshire 03301
34. Mr. David Crimmins, Recruiting Specialist
Holly's Inc.
255 Colrain Street, S.W.
PO Box 9260
Grand Rapids, Michigan 49509
35. Mr. Terry Colwell, Director of Operations
GRO
1092 Huff Road, N.W.
Atlanta, Georgia 30318

36. Mr. Robert E. Zibell, Jr., Owner
Showcase Dinner Theater
417 West 37th
Topeka, Kansas 66611
37. Kim Tucci
The Pasta House Company
1717 Sublette Avenue
St. Louis, Missouri 63110
38. *Mr. Jim Terra, Regional Vice-President
Far West Services, Inc.
812 Moraga Drive
Los Angeles, California 90049
39. Mr. Frank J. Brightwell, Store Manager
Crystal's Pizza and Spaghetti
2180 South Sheridan
Tulsa, Oklahoma 74129
40. Mr. Tom Potter, Director of Personnel
Frontier Enterprises
8520 Crownhill Blvd.
San Antonio, Texas 78209
41. Mr. Charles McGregor
Don the Beachcomber
2049 Century Park East
Suite 1350
Los Angeles, California 90067
42. Mr. Steve Ray, Vice-President
Texas Tumbleweed
724 West 19th
Houston, Texas 77008
43. Mr. John J. Strell, Director of Training
Guadala HARRY'S
720 South Colorado Blvd., Suite 570
Denver, Colorado 80222
44. Mr. Gary Allen, President
D. O. Mills and Company
425 Camino del Rio South
San Diego, California 92108
45. Mr. Michael T. Adessa, Director of Personnel
Big '4' Restaurants, Inc.
1219 East Lemon Street
Tempe, Arizona 85281

46. *Mr. Melvin C. Geller
Pappy's Enterprises, Inc.
300 East Joppa Road
Towson, Maryland 21204
47. *Management Recruiter
Rosie O'Grady's
Church Street Station/Seville Quarter
129 West Church Street
Orlando, Florida 32801
48. Ms. Judith Gosling Roberts, Director of Personnel, Training,
and Communications
Harris O. Machus Enterprises, Inc.
Executive Offices - PO Box P6666
725 South Adams Road
Birmingham, Michigan 48012
49. Mr. William D. Duffy, Vice-President, Hospitality Division
Crossgates, Inc.
Wonderful Wanda's Warehouse Restaurant
410 North Washington Road
McMurray, Pennsylvania 15317
50. Mr. John U. Vick, Vice-President
Darryl's Restaurants and Tavern
Creative Dining Food Systems, Inc.
Suite 400, Century Drive
Post Office Box 31000
Raleigh, North Carolina 27612
51. *Ms. Patricia R. Fraser, Vice-President
Don Jose Mexican Restaurants
Rod Fraser Enterprises
1320 North Manzanita Street
Orange, California 92667
52. Mr. Russell W. Williams, General Manager
Rusty Rudder Restaurant
P.O. Box 507
Rehoboth, Delaware 19971
53. Mr. Gael Conrad, Personnel Administrator
Playboy Clubs International, Inc.
919 North Michigan Avenue
Chicago, Illinois 60611
54. Mr. David Sidell, President
Bratskellars, Inc.
9911 West Pico Blvd.
Suite 780
Los Angeles, California 90035

55. *Mr. Frank Wagner, Area Supervisor
Associated Hosts, Inc.
Executive Offices
8447 Wilshire Boulevard, Suite 202
Beverly Hills, California 90211
56. Mr. Wallis M. Clearman, General Manager
Clearman's, General Office
8944 Huntington Drive
San Gabriel, California 91775
57. Mr. Michael E. Taylor, C.P.A., Vice-President of Administration
Dankos Enterprises, Inc.
PO Box 9504
Richmond, Virginia 23228
58. Mr. Robert D. Rawn, Owner and General Manager
John Barleycorn's Vision
10301 Rodney Parham Road
Little Rock, Arkansas 72207
59. Ms. Jackie Pappas, Operations/Administration Manager
Eppie's Restaurants, Inc.
Executive Offices
1783 Tribute Road, Suite B
Sacramento, California 95815
60. Mr. Orlan Garwood, Manager
Scotch 'n Sirloin Ltd., Inc.
77 North Washington Street
Boston, Massachusetts 02114
61. Mr. Christ Papadopoulos
Gatsby's
Hotel State College
The Entertainment Center
Box 181
East College Avenue
State College, Pennsylvania 16801
62. Mr. Larry Thomas
Jolly Ox Restaurant/Steak and Ale
7777 Leesburg Pike
Suite 308
Falls Church, Virginia 22043
63. Mr. Anthony Ferruolo, Owner
B. Mae Denny's Inc.
R.F.D. #5
Gilford, New Hampshire 03246

64. Mr. Al S. Rychen, Operations Manager
The Peddler Steak House and Lounge
Steaks Sophisticated, Inc.
Suite 306
107 Music City Circle
Nashville, Tennessee 37214
65. *Mr. Bob Robbins, Director of Personnel
Black Angus Enterprises
P.O. Box 9287
Seattle, Washington 98109
66. Dr. Ronald J. Burritt, Assistant Manager
Casa Bonita
2120 South Sheridan
Tulsa, Oklahoma 74129
67. Mr. Ronald Fein, President
The Great American Food and Beverage Company
1454 Euclid Street
Santa Monica, California 90404
68. Mr. Dieter Boehm, Vice-President
Engine House No. 5
C. A. Muer Corporation
1548 Porter Street
Detroit, Michigan 48216
69. *Mr. John Mallowney, Vice-President
The Sandpiper Beef and Spirits
Corporate Offices
1100 West Jefferson
Boise, Idaho 83702
70. Mr. Mark A. Roe, Personnel Director
Anything Goes
727 Iberville Street
New Orleans, Louisiana 70130
71. *Mr. Hermann Haalstrup, Corporate Recruiter
Red Lion Restaurants
PO Box 1027
Vancouver, Washington 98663
72. Mr. Tada Suga, Director of Personnel
Benihana of Tokyo, Inc.
8685 NW 53rd Terrace
Miami, Florida 33166

73. Ms. Dorothea R. Spanburgh, Director of Personnel
Beefsteak Charlie's
230 Park Avenue
New York, New York 10169
74. Mr. Mike Hooks, Director of Operations
Chi-Chi's Mexican Restuarante
4334 Northwest Expressway
Oklahoma City, Oklahoma 73116
75. *Mr. Doug Knox, District Manager
The Old Spaghetti Factory
1215 18th Street
Denver, Colorado 80202
76. Mr. Geoffrey V. Hartman, Director of Management Acquisition
and Training
Rusty Pelican Restaurants, Inc.
2862 McGaw Avenue
Irvine, California 92714
77. *Mr. Larry K. Work, Director of Operations
The Pawnshop Food and Spirits
1911 N. Ft. Myer Drive
Lower Lobby 5
Rosslyn, Virginia 22209
78. Mr. Roger Hiles, Food and Beverage Manager
Steamer's
8303 N.E. Sandy Blvd.
Portland, Oregon 97220
79. Mr. Jack Craig, Operations Director
The Ninety Nine Executive Office
2 Mack Road
Woburn, Massachusetts 01801
80. Mr. Lloyd Montgomery
Select Enterprises
(Butcher, Baker, and Candlestick Maker)
PO Box 1336
Olympia, Washington 98507
81. Ms. Susan Covington, Manager
Kelley's Restaurant
112 Rehoboth Avenue
Rehoboth Beach, Delaware 19971
82. Mr. Gene Bevilacqua, Executive Vice-President
Great American Restaurants, Inc.
3908 State Street
Santa Barbara, California 93105

83. *Mr. Jay Baldwin, Owner/Manager
Circle B. Ent., Inc.
Keystone Rt.
Box 162A
Rapid City, South Dakota 57701
84. Mr. David N. Lewis, General Manager
Gandy Dancer
401 Depot Street
Ann Arbor, Michigan 48104
85. Mr. Pete Wiley, Vice-President in Charge of Personnel
Organ Grinder, Inc.
1303 S.W. 16th Avenue
Portland, Oregon 97206
86. *Mr. Bob D. Peterson, Owner
El Palacio Mexican Restaurants
8506 First Avenue, North
Birmingham, Alabama 35206
87. *Mr. Bob Rifkin, Owner/President
Turn of the Century
7300 East Hampden Avenue
Denver, Colorado 80231
88. *Mr. Armand Jones, Owner
Caruso's Spaghetti and Wine Restaurant
706 Medallion Center
Dallas, Texas 75214
89. *Mr. Thomas Leppert, Owner
Cline Enterprises, Inc.
(The Warehouse)
1311-B East Cary Street
Richmond, Virginia 23219
90. Mr. Edwin Novak, President
Venture Management
(Wellington's)
1421 Oneida
Denver, Colorado 80220

91. *Mr. Richard R. Hamilton, President
Golden Good Foods, Ltd.
(Flying T)
411 Main Street
Rapid City, South Dakota 57701
92. Mr. Paul Cascio, Divisional Manager, Rocky Mountain Division
Specialty Restaurants Corporation
Chili Pepper Restaurant
2150 Bryant Avenue
Denver, Colorado 80211
93. *Mr. Bill Sibel, Director of Training
Hungry Tiger Restaurants, Inc.
14265 Oxnard Street
Van Nuys, California 91401
94. Recruiter of Managerial Personnel
Kyoto
18601 Hubbard Avenue
Dearborn, Michigan 48126
95. *Recruiter of Managerial Personnel
Buster's
The Train Station
Little Rock, Arkansas 72201
96. Recruiter of Managerial Personnel
Carrow's Restaurants, Inc.
(Jeremiah's Steak Houses)
800 Miramonte Drive
Santa Barbara, California 93109
97. *Recruiter of Managerial Personnel
Restaurants Central
765 Wave Street
Monterey, California 93940
98. Recruiter of Managerial Personnel
Old San Francisco Steak House
10223 Sahara Drive
San Antonio, Texas 78216
99. *Recruiter of Managerial Personnel
My Place Restaurant
7114 Blanco Road
San Antonio, Texas 78216

100. Mr. Edwin D. Miller
H. A. Winston and Company
100 Elkton Road
Newark, Delaware 19711
101. *Recruiter of Managerial Personnel
Astral Plane
1708 Lombard Street
Philadelphia, Pennsylvania 19146
102. *Recruiter of Managerial Personnel
Middle East
126 Chestnut Street
Philadelphia, Pennsylvania 19106
103. Mr. Ron Fuller, President
That's Entertainment, Inc.
254 College Street
New Haven, Connecticut 06510
104. *Recruiter of Managerial Personnel
Court Jester
239 Crown Street
New Haven, Connecticut 06510
105. *Recruiter of Managerial Personnel
Old Heidelberg
1151 Chapel Street
New Haven, Connecticut 06511
106. Recruiter of Managerial Personnel
Food and Beverage Company
343 Beach Street
West Haven, Connecticut 06516
107. *Recruiter of Managerial Personnel
Hong Kong Restaurant, Inc.
157 Boston Post Road
Orange, Connecticut 06477
108. Recruiter of Managerial Personnel
Rheinlander German Restaurant
5035 N.E. Sandy Blvd.
Portland, Oregon 97213

*Did not furnish information.

VITA²

Daniel A. Emenheiser

Candidate for the Degree of

Doctor of Education

Thesis: FACTORS ASSOCIATED WITH SELECTING SUCCESSFUL MANAGERIAL RECRUITS FOR CHAIN RESTAURANTS WITH A DIVERSITY TOWARD ENTERTAINMENT

Major Field: Occupational and Adult Education

Biographical:

Personal Data: Born in York, Pennsylvania, December 10, 1953, the son of Mr. and Mrs. William A. Emenheiser.

Education: Graduated from Dallastown Area High School, Dallastown, Pennsylvania, in June, 1971; received Bachelor of Science degree in Food Service and Housing Administration from Pennsylvania State University in 1975; received Master of Science in Restaurant, Hotel, and Institutional Management from Purdue University in 1977; completed requirements for Doctor of Education degree at Oklahoma State University in July, 1981.

Professional Experience: Graduate teaching assistant, Restaurant, Hotel, and Institutional Management Department, Purdue University, 1975-76; Assistant Professor in the School of Hotel and Restaurant Administration, Oklahoma State University, 1976-1981.

Organizations: National Restaurant Association, Oklahoma Restaurant Association, American Dietetic Association, Oklahoma Dietetic Association, Council on Hotel, Restaurant, and Institutional Education, American Vocational Association.