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AN EMPIRICAL EXAMINATION OF SELECTED WORK
ACTIVITY CORRELATES OF MANAGERIAL EFFECTIVENESS
IN THE HOTEL INDUSTRY USING
A STRUCTURED OBSERVATION APPROACH

By

David Allan Ley

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ABSTRACT

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The inability to distinguish effective managerial behavior from ineffective behavior stems partially from an inability to record and describe managerial behavior and partially from difficulties in making comparisons among the activities performed by managers.

Among inductive research methods used to describe managerial behavior such "participant observation" techniques as structured observation offer a number of advantages over other forms of field research for an in-depth analysis of managerial work behavior. Comparisons among activities performed by managers have often been limited in the past by the lack of uniformity of the positions held by the managers in the sample.

In this study the attempt has been to control the environmental, job and situational variables, which distinguish one management position from another, by identifying a set of management positions in which managers are subjected to similar demands, constraints and choices.

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This research study is an attempt to measure and compare the work behavior of a small sample of hotel managers by systematically analyzing and classifying their work activities into a set of ten observable work roles (figurehead, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance-handler, resource-allocator, negotiator).

The study attempts to:

1. test the applicability of a recent work activity/role classification system (Mintzberg) at the operational management level;
2. use a structured observation approach to identify managerial behavior which is related to corporately determined levels of effective managerial performance.

Seven managers of a national hotel chain were selected on the basis of comparability of properties managed and management positions held, and each manager's activities were recorded during a typical work week. Three representative days of managerial work activities were selected for analysis. Data were gathered for each manager and included:

- a. preliminary data concerning the property obtained in a personal interview with the manager.
- b. structured data gathered by observation.
- c. anecdotal data obtained by questioning and analysis of observations to determine purpose as well as characteristics of activities.

d. managerial perceptions of importance and time devoted to specific work role activities.

Hypotheses were formulated on the basis of:

1. expectations that managers of differing levels of effectiveness would allocate time differently to those ten work roles.

2. expected differences between managerial perceptions of time allocated to those roles and actual time allocated.

Principal findings included:

1. although all managers in the study perceived their leadership role to be more important than any other work role, no manager actually spent more time in the leadership role than in all other work roles.

2. "more effective" managers allocated more time to their role as entrepreneur than to any other role, whereas "less effective" managers allocated less time to the "entrepreneur" role than to most other work roles.

3. the longer the time spent at work per day, the higher was the judged level of managerial effectiveness. Although sample size was small and corporate rankings of managerial effectiveness lacked validation, the study was seen to substantiate Mintzberg's classification system and to provide an important linkage between work activity performance and managerial effectiveness. That linkage is in the form of a stratified sample of managers subjected to similar job and environmental variables.

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The structured observation approach was found to be capable of providing both characteristics and content of management activities performed.

The research methodology is perceived as affording a practical means of obtaining information of potential value to operational management and to corporate management concerned with the selection and development of effective hospitality managers.

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DEDICATION

This thesis is dedicated to my parents in Scotland
and my beloved wife, Colleen.

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CHAPTER 1

HOSPITALITY INDUSTRY MANAGEMENT

Perspective on Research Need

"One of the most significant economic trends in the United States during the last two decades has been a gradual transition from a production oriented to a service dominated economy" (Mauser and Schwartz, 1974).

Regrettably, academic research and literature related to certain segments of this new economy have not grown apace with the economic importance of these segments. This dearth of a professional literature, by contrast to the trade literature, is particularly apparent in the hospitality industry - a term usually intended to denote that portion of the service industries providing food, lodging and related transportation services to the public.

Weick (1973) has noted that "academics write, managers don't read." This is especially so in an industry in which "that which is written is equated with that which is dated; in a world of live action that which is dated is useless" (Weick, 1973, page 114). Texts and journal articles, therefore, reflect a major emphasis on current problems and critical issues in the industry. Articles pertaining to energy, labor costs and guest security all reflect a concern with the

immediate problems of today, while issues of less immediate but extremely grave concern, such as low productivity of employees, ineffective management, employee training and executive development, are given scant treatment in the literature. This vocational orientation of the industry is generally shared by hospitality educators. One study, for example (Lukowski, 1972), has shown that hospitality educators and industry executives consider instruction in the liberal arts and teaching of advanced management techniques to be relatively unimportant in the development of the potential executive for the hotel and restaurant industry.

As long as general management literature shows a pronounced manufacturing bias in contrast to service industries and as long as the hospitality industry pursues a predominantly vocational orientation in contrast to professional management, an academic research base is unlikely to be developed.

That a research base may be necessary specifically for hospitality administration will depend first of all on the extent to which widely accepted managerial principles derived from the manufacturing sector of the private enterprise economy are not applicable to service industry management. As Rosemary Stewart has stated about management in general, "We have, over the years, placed too much emphasis upon the similarities in managers' jobs and paid too little attention to the differences between them" (Stewart, 1976). In a recent study, for example, she has

shown that job constraints and demands (by subordinates, peers, contacts, etc.) place different behavioral requirements on such varied individuals as a bank manager, chain store manager, hospital administrator, and police inspector (Stewart, 1976). Hospitality studies related to managerial style (White, 1973) and to managerial activity analysis (Nailon, 1968) suggest that general management precepts may need modification when applied to hospitality services management.

The need for a more identifiable hospitality industry literature, concerning itself with such issues as managerial effectiveness, is also economically based. There are a number of currently disconcerting indicators which would seem to compel an increasingly professional viewpoint by the industry. Consider:

- Recent projections of industry needs of skilled manpower to fill management and mid-management positions over the next decade have been estimated to be as high as seven times that of any other US industry (Landmark, 1974).

- Although it has often been implied that the industry's increased utilization of technological advances will provide the greatest key to improved productivity (Avery, 1974; Levitt, 1972; among others), a number of writers claim that improved work management rather than technological advances will, in fact, provide the principal key to increased productivity in the industry (Lane, 1976; Axler, 1976; Campbell, 1976).

- Declining national occupancy levels, declining hospitality profit margins, and an economy becoming more attuned to

the conservation and harboring of economic resources, all seem to indicate an increased emphasis on maximization of performance within more clearly defined parameters.

In essence, there is a need for greater operational efficiency and improved managerial effectiveness in the utilization of the resources at the manager's disposal. That there is potential for improvement in managerial effectiveness appears unquestionable. As Lane (1976) has noted:

"It has become increasingly clear that the thousands of under-productive employees, who are draining corporate profits and contributing to the nation's lagging economy . . . also include leaders of industry who are sitting in executive offices with titles ranging from manager to chairman of the board" (page 76).

It is to this problem of managerial effectiveness in the performance of the manager's daily tasks that this project has directed itself.

Activity Analysis and Managerial Effectiveness

Both the description of managerial job behavior and the identification of effective managerial behavior are areas offering considerable potential for research. Campbell, Dunnette, Lawler, and Weick, the authors of perhaps the most comprehensive study of managerial behavior and effectiveness to date, have commented that the description of managerial job behavior is still at an abysmally primitive level; the domain of management behavior remains an essentially undifferentiated mass. These authors

have later noted, in the same study, that "effective managerial behavior must be measured in terms of what the manager himself does on the job to effect optimization" (page.105). In otherwords, the measurement should not be in terms of organizational outcomes alone, which outcomes more probably reflect a large number of environmental conditions rather than effective managerial behavior.

Virtually no research has been undertaken to study managerial behavior which corresponds to effective performance in the service industries and particularly in the hospitality industry. Yet in a labor intensive industry in which effective personnel policies are critical to the success of the operation it would seem important to examine management style in terms of effective performance.

Recent empirical studies of managerial work activities have utilized research methods which would appear to be appropriate for hospitality management research.

For these reasons it seemed opportune that a systematic study be made of management style-management effectiveness linkage based on an analysis of managerial performance of key work-role activities. Since the purpose of this study has been to identify effective managerial job behavior through examination of what the manager did on the job the research problem did not concern itself directly with generally accepted measures of effectiveness. In the case of hotel managers, such general measures might include growth in revenues, profitability, cost control and labor

turnover. For a researcher, these measures suffer greatly from both "deficiency" and "contamination" - "that is, they fail to tap more than a small part of variance due to individual managerial behavior, and their variations are dependent on many job-irrelevant factors not under the direct control of the manager" (Campbell et al., 1970, page 111). An example of a situation in which objective measures of managerial effectiveness are seen to consist of both job-relevant and job-irrelevant factors would be as follows:

<u>Situation</u>	<u>Managerial Job-Relevant Factors</u>	<u>Managerial Job-Irrelevant Factors</u>	<u>Objective Measure</u>
Hotel restaurant with a declining volume of clientele and revenue.	Manager's ability to offer good, well prepared and well served food at reasonable prices. Manager's ability to provide clean, attractive dining room.	Two new franchised restaurants and one gourmet restaurant opened in the past year within one mile of the hotel.	Food and Beverage Revenue

Thus, when effective managers are identified in terms of organizational outcomes by their superiors, only the superiors and managers themselves are in a position to evaluate the extent to which job-irrelevant factors have played a part in making the objective measures of managerial assessment more or less favorable than they would have been had the job-irrelevant factors been excluded from the

objective measures of assessment. In the example given, the district director would have to determine how much of the decline in food and beverage revenues is due to increased market competition and how much of it is due to poor managerial control over job-relevant factors or lack of responsiveness by management to changing conditions in the market place. Managerial job activity analysis would, therefore, be concerned with managerial performance of job-related factors, thus again reflecting that "effective managerial behavior must be measured in terms of what the manager himself does on the job to effect optimization" (Campbell et al., 1970, page 105).

Purpose of the Study

The major objective of the study was to determine whether there exists an identifiable pattern of work behavior which is characteristic of a group of hotel managers deemed to be effective managers according to corporate managerial ratings.

Work behavior, as defined by this study, was identified as managerial activities grouped into distinctive work roles. The variations in the time and effort allocated to these roles permitted comparisons of managerial style among the managers included in the study. Identification of activities associated with effective role performance has important implications for the improved selection, training and development of managerial talent in the hotel industry.

The project involved an in-depth study of hotel management activities, utilizing a structured observation approach in order to identify managerial behavior which related to judged effective performance.

The purpose of this study is to provide a potentially basic contribution to managerial work activity theory and to hospitality management research. This study has attempted to test the applicability of a recent work activity-role classification system at the operational management level. The study therefore adds to the body of knowledge related to the school of inductive research, in which the work activities of managers are analyzed systematically. Specifically, a comparison has been made among the activities performed by a stratified sample of hotel managers who had been identified previously as holding comparable managerial positions. Emphasis (as determined by observed time allocation and perceived importance) on different managerial work roles were then equated with corporately determined levels of managerial effectiveness in order to see if managerial behavior leading to more effective levels of managerial performance could be identified in this situation. Theoretically, the study is therefore apparently unique by having attempted first - to eliminate different external variables (environment, job and situational) acting on each manager, which permits us to make comparisons among the managers based on their role behavior; second - to relate managerial activities performed to identified levels of perceived managerial effectiveness.

At the applied level the study has basically provided hospitality managers with an opportunity to examine how they have allocated their time. The study has also allowed the managers to compare such actual allocations with their perceptions of how they allocated their time, and has perhaps even allowed them to identify those patterns of activities which appear to have led to levels of more highly effective management. Potentially the practical value appears to lie in hopefully providing corporate management with behavioral indicators of effective managerial performance. These indicators, in the form of behavioral patterns derived from activity and role analysis, might be used by hospitality chains in managerial selection for improved performance or introduced into executive development programs in order to improve managerial performance at the operational level.

The study provides a detailed analysis of the work behavior of a small sample of managers and therefore has limitations due to the nature of the sample and the descriptive character of the study. It should also be remembered that "managerial effectiveness" is based on corporate management judgment and appraisal. As indicated, however, the study does pursue new directions in work activity research and presents a first detailed study of the activities of a relatively homogeneous sample of hotel managers in the USA

Organization of the Study

Chapter 1 highlights the lack of current empirical research undertaken to examine the effectiveness of managers in the hospitality industry. The chapter presents the thesis that effectiveness managerial job behavior can be identified through examination of management activities performed on the job. The purpose of the study and the anticipated benefits to be derived from it are outlined at this initial stage.

Chapter 2 provides a framework for identifying the literature relevant to the study. The chapter also reviews the literature examining managerial work behavior by inductive research methods. Specific attention is given to studies concerned with work activities which can be classified into work roles. A model is presented based on Mintzberg's identification of three major role classifications: interpersonal roles, informational roles, decisional roles. The sole work activity study related to the hospitality industry is presented in detail, and the elements of it which are relevant to this study are identified.

Chapter 3 explains the research methodology, in which a controlled field study was set up to provide a relatively homogeneous sample of managers. A highly comparable set of environmental, job and situational variables

imposed virtually the same job constraints and demands on each of the Innkeepers studied. Detailed observation of those managers at work included recording of work activities and analysis of the purpose of those activities. The managers also provided perceptions of activities they considered important and time consuming. Managerial activities were classified according to roles belonging to the three major role classifications mentioned above. Prior to field study, the role model was tested in a controlled laboratory setting.

A set of hypotheses were next formulated in line with expectations of how managers would perform according to total time devoted to specific work roles and time given to a specific role in relation to total time allocated to all work roles. Since it was known that the managers were ranked by the corporation as highly effective, effective, or less effective, hypotheses could be built around expected differences in those two measures of time performance between highly effective and less effective managers for any individual role. Ten individual roles comprised the three major role classifications.

Chapter 4 presents the analysis of the results obtained from structured observation of seven innkeepers in the mid-west USA over a period of seven weeks. Limitations and problems in recording and classifying activities are identified. Recorded data are collated and used to test the

hypotheses. Subjective data are used to aid in analysis where relevant. Significant findings, both related and unrelated to hypotheses, are presented.

Chapter 5 presents a synopsis of research findings and examines those findings in the light of contemporary related research. Comparisons are drawn principally with Mintzberg's study which utilized the same role model and with Nailon's study of hotel managers in England. Potential contributions to the theory and practice of management in general, and hotel management in particular, are postulated. Finally, suggestions are made for subsequent research in related work activity studies.

CHAPTER 2

SELECTED REVIEW OF THE LITERATURE RELATING TO THE PERFORMANCE OF MANAGERIAL ACTIVITIES WITH SPECIFIC APPLICATION TO THE HOTEL INDUSTRY

Purpose

In any review of the literature relating to descriptions of managerial behavior and performance of work activities, it is essential that a researcher first defines the boundaries of his review. This identification of the relevant areas of management literature and theory is made more difficult due to the problems of semantics (see, for example, Koontz, 1961) and taxonomy (see Dunnette, 1976). The areas to be examined in this review can perhaps best be defined according to the grid below:

Table 1: Relevant Area of Focus

	Description	Prescription
General Management Literature and Theory	<u>Unit A</u> What a manager does	<u>Unit C</u> What an effective manager does (what a manager should do)
Hotel Management Literature	<u>Unit B</u> What a hotel manager does	<u>Unit D</u> What an effective hotel manager does (what a hotel manager should do)

A distinction between descriptive and normative elements of management behavior should be made because of the apparent confusion between the two in parts of the management literature. A review of the historical developments of management theory shows that the early empiricism associated with the functional school of management provided a description of "effective" managerial behavior based on the distilled experience of discerning practitioners. As the various "schools" of management theory contributed to the general body of knowledge, management literature became generally normative in content rather than descriptive. What appears to have been obscured during this developmental period is the inductive process. This is the ability to systematically analyze the work activities of managers. The frequently overlapping and confused attempts to describe managerial behavior have resulted in our present inability to develop a comprehensive body of knowledge in such areas as managerial effectiveness. If we cannot record and describe managerial behavior it would seem logical that we cannot accurately distinguish effective managerial behavior from ineffective behavior. Drucker (1973), for example, has commented on this lack of attention in the literature given to the concept of managerial effectiveness. For semantic purposes, it would be appropriate to note at this point that Drucker defines effectiveness as doing the right things in contrast to efficiency as doing things right (1973, p. 45).

It is also appropriate at this point to make a distinction between managerial effectiveness and organizational effectiveness since our focus in this study is upon the former. Seashore and Yuchtman (1967) have defined organizational effectiveness as "the ability of an organization to exploit its environments in the acquisition of scarce and valued resources to sustain its functioning" (page 393). As noted by Campbell, et al. (1970), this definition places emphasis on long-term optimization of organizational actions which might include such dimensions as development, reliability, staffing, planning, cooperation, and other dimensions not all viewed as first order criteria by the operational manager. Managerial effectiveness, on the other hand, must be concerned primarily with short-term optimization of performance, and therefore results in many organizationally critical dimensions being viewed as second or third order criteria, and which are considered desirable as supplementary goals and as influencing higher order criteria. While it may be possible to measure effective managerial performance at a particular point in time, measurement of organizational performance at just a single point in time fails to highlight the dynamic qualities of organizational processes. The study, therefore, concerns itself with effective managerial performance.

The first major objective of this literature review has, therefore, been to examine how previous researchers and writers have described managerial work behavior and

particularly work behavior which can be identified, through inductive research, as being associated with corporately determined effective management. The second major objective of the literature review is to identify those studies of managerial work behavior which would appear to have particular relevance to the hospitality industry. The problem here is that a clearly identifiable literature in the area of hospitality management research does not exist. A computerized national dissertation search conducted by the writer in March 1976 yielded only four studies of hotel management. Another three studies dealt with curricula development for the hospitality industry. The fact is that the vast bulk of management research in the past sixty years has been conducted in the manufacturing rather than the service sector of the economy, a point previously noted in chapter one.

Describing Managerial Behavior

Two classification systems taken in conjunction with each other will best allow us to identify this literature relevant to the study. The first is concerned with the individual and his behavior, and, according to Wheaton (1968) provides us with four bases for behavior classification previously suggested by Altman (1966), and McGrath and Altman (1966). The four are:

1. Behavior Description Approach - behavior actually engaged in while performing a task.
2. Behavior Requirements Approach - behavior which should be emitted to achieve a certain level of performance.
3. Ability Requirements Approach - aptitudes and skills required by a task.
4. Task Characteristics Approach - the task as a set of conditions which elicits certain performances from an operator.

Studies related to classification 1. will permit a focus on our area of concern, primarily identified as Unit A in Table 1 (page 13). The limited number of studies related to Unit B will also be examined. The second classification, provided by Rosemary Stewart (1976) will allow us to "review briefly the different ways in which people have attempted to describe the nature of managerial work" (p. 121). The two classifications are cross-referenced in the grid on the following page, and this grid will allow us to identify more clearly the literature relevant to the study undertaken.

Stewart's typology consists of three distinct groupings:

"The first two look at management in general and seek to describe the common characteristics of all managerial work. The first of these is concerned with the job as a whole. The second focuses on a particular aspect. The third group seeks to identify different types of jobs and to describe the characteristics of each type" (Stewart, page 121).

Stewart's examples of research studies belonging to each grouping in the Behavior Description section have been

Table 2: Description of Managerial Work

	Description of Managerial Work	Behavior Description (1)	Behavior Requirements (2)	Ability Requirements (3)	Task Characteristics (4)
X	<u>Common characteristics of all managerial work</u> Process of management Job Description Managerial Behavior -Activities -Critical Incidents -Managent as political activity -Roles	Fayol (1916) Carlson (1951) Flanagan (1951) Dalton (1959) Mintzberg (1973)			
Y	<u>Particular aspects of managerial work</u> Leadership Behavior Problem Portfolios Managers as a decision-maker	Fiedler (1967) Marples (1967) Cyert & March (1963)			
Z	<u>Characteristics of different types of managerial jobs</u>	Hemphill (1959) Stewart (1975)			

incorporated into the grid. Since we are not concerned with the conceptual imprecisions of the "Process of Management," nor the study of particular aspects of managerial work, the relevant areas of concern, when examining what a manager does, are 1X (Managerial Behavior) and 1Z. The description of job-related managerial behavior and the description of the characteristics of different types of managerial jobs therefore comprise the scope of the literature under review.

A third and final classification now needs to be introduced which will define the focus even more sharply. This is the issue of appropriate field research methods necessary to gather data concerning managerial behavior. Bouchard (1976) and Scott (1965) have both provided extensive analyses of field methods used in the study of organizations and management. Scott classifies the various role behaviors engaged in by the researcher as:

- Roles permitting sustained interaction
 - the disguised researcher
 - the open researcher
- Roles permitting transitory interaction
 - the disguised researcher
 - the open researcher

For our purposes studies in which roles permit transitory interaction by an open researcher will be included for consideration in the review. It is not possible to be equally specific when examining the different kinds of data to be considered, classified by source. These are:

- Documents and records
- Observations by the researcher
- Informant Reports
- Surveys of Individual Respondents

A number of the more important studies of managerial behavior description utilizes more than one of those data collection methods. All data sources are, therefore, considered relevant at this stage.

Review of the relevant scope of the literature

In order to describe what a manager does, we shall briefly re-present in the following table those elements which constitute our field of examination.

Table 3: Scope of Literature Review

INDIVIDUAL BEHAVIOR		Behavior Description Approach (behavior actually engaged in while performing a task)
MANAGERIAL WORK	1	Managerial Behavior (activities; critical incidents; roles)
	2	Characteristics of different types of managerial jobs
ROLE BEHAVIOR OF RESEARCHER		Open researcher with transitory interaction
DATA SOURCES	1	Documents and Records
	2	Observations by the researcher
	3	Informant Reports
	4	Surveys of individual respondents

Additional Criteria for Selection

In addition to the foregoing boundaries which circumscribe the scope of the relevant literature, several criteria for selection of appropriate studies have been applied.

These are:

1. The study must contain (a) quantified data on management activities; (b) critical incidents or work related behavior obtained by observation, or other means, at the time it occurred. This precludes studies in which data were collected from recall by subjects.
2. Management personnel must be the subjects of the studies. A manager is taken to be a person "occupying a role at least once removed from operational work." This definition will, however, permit the inclusion of such major foremen studies as those by Kelly (1964), Ponder (1957) and Guest and Jasinski (1955). However, this does mean that certain important research, examining what employees do to get their work done, must be excluded. The work of McCormick (Position Analysis Questionnaire) and his colleagues (McCormick and Ammerman, 1960; McCormick, Jeanneret and Mecham, 1972) and the application of the PAQ by Taylor (1970) are cases in point.

Contingency View of Managerial Work

It was briefly indicated in chapter one that individual managerial behavior and organizational outcomes are influenced by many job-irrelevant factors not under the direct control of the manager. Henry Mintzberg has developed a contingency view of managerial work from empirical research and induction, as opposed to deductive reasoning. In this schemata he classifies those factors both under the control and outside the control of the manager which have influence upon the manager's work, and he identifies them as environmental, job, person and situational variables.

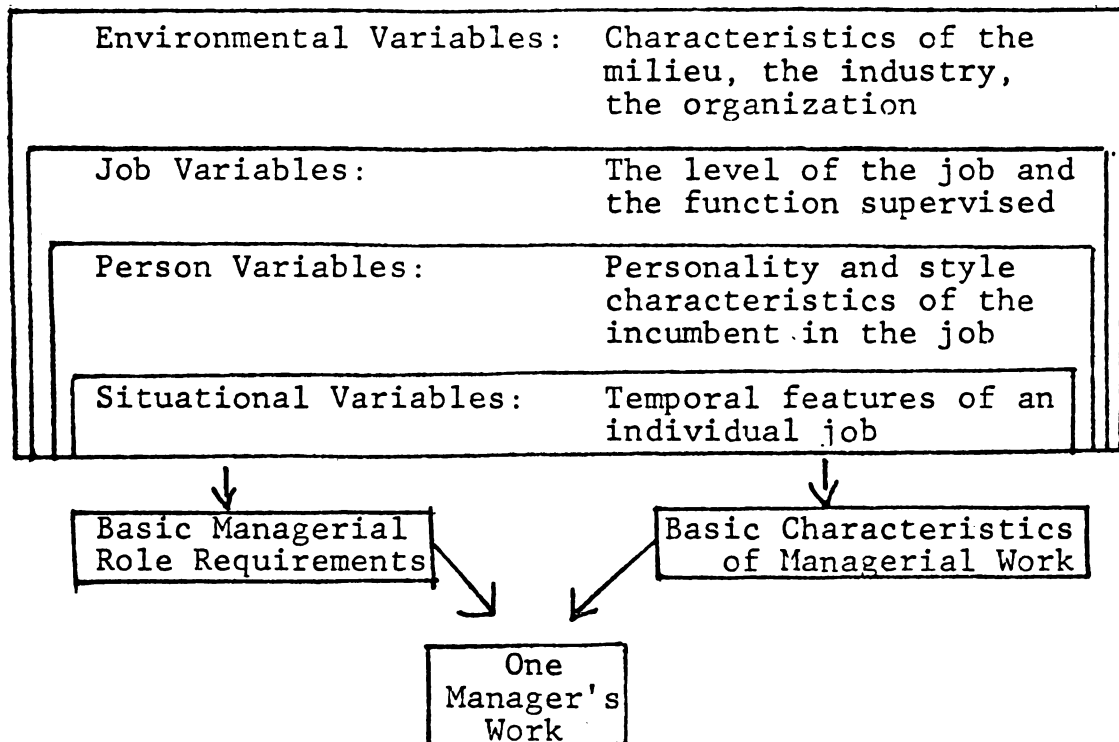


Figure 1: A Contingency View of Managerial Work

(Mintzberg, 1973; p. 103)

Mintzberg describes those variables as follows:

"The work of a particular manager at a particular point in time is determined by the influence that four "nested" sets of variables have on the basic role requirements and work characteristics. First, and most broadly, the manager's job is influenced by the organization, its industry, and other factors in the environment. Second, there are work variations caused by the job itself - its level in the organization and the function it oversees (such as marketing or production). Third, there are variations within a given job stemming from the person in that job - the effects of his personality and style. Finally, there are variations within a particular individual's job caused by the situation (seasonal variations or temporary threats, for example). The work any manager does at a certain point in time can be described as a function of these four sets of variables" (1973, page 102).

Campbell, Dunnette, Lawler and Weick (1970, page 71) use a highly comparable typology of managerial work.

This classification becomes extremely important when an extensive review of the literature relating to the behavioral description of managerial work is undertaken with those variables in mind. The review will demonstrate that few research studies of managerial work explicitly attempt to identify, let alone control, the impact of variables extraneous to those under observation. The need to control extraneous variables does not always exist as, for example, in a situation where the purpose of the study is simply to describe how managers spend their time. When comparisons are made among subjects in a study, however, recognition of, or control over as many sets of extraneous variables as possible is at the very least desirable, if not a "sine qua non."

Perhaps the sole attempt to confront directly this issue of confounding variables has been taken by Rosemary Stewart (1976), who examines the differences between jobs to determine the differing demands (of the various jobs) on the individual. The focus of her research is on the job rather than on the individual, although she is concerned with choices available to managers listed by job constraints and demands. As she notes, "The pattern that one sees if one observes a manager's work will be partly a result of that imposed by the job and partly a result of choice" (page 37). Stewart's contribution will be more fully examined in the section dealing with "Characteristics of Different Types of Managerial Jobs."

At this stage it is appropriate to re-present the relevant section of the classification system outlined in Table 2 (page 18) since it will provide the framework for the review of the literature.

Table 4: Description of Managerial Work under Review

<u>Description of Managerial Work</u>	<u>Behavior Description</u>
<u>Common Characteristics of All Managerial Work</u>	
Process of Management	
Job Description	
Managerial Behavior - Activities	*
- Critical Incidents	*
- Management as Political Activity	
- Roles	*
<u>Particular Aspects of Managerial Work</u>	
- Leadership Behavior	
- Problem Portfolios	
- Manager as Decision Maker	
<u>Characteristics of Different Types of Managerial Jobs</u>	*

Primary Areas of Review

The literature review will concentrate on Managerial Behavior (Activities, Critical Incidents, Roles) and, to a lesser extent on the Characteristics of Different Types of Managerial Jobs, because of the importance and unique contribution of Rosemary Stewart to Work Activity Analysis. These primary areas are indicated (*) in Table 4 above. These areas together provide the foundation of what Mintzberg terms "The Work Activity School." He describes the school in the following manner:

"This is the school of inductive research, in which the work activities of managers are analyzed systematically; conclusions are drawn

only when they can be supported by the empirical evidence. Furthermore, unlike those of the Leader Behavior school, these studies are most decidedly linked together. The research methods used are largely similar, and in most cases there are explicit attempts to incorporate the findings of previous studies in the development of new conclusions" (1973, page 21).

The more significant of these studies have been carried out by the diary method, by activity sampling and by structured observation. These research techniques will be discussed more fully under the review of the studies related to Managerial Behavior, to which group of studies they have been principally applied.

Two other classifications of secondary importance in the schemata (page 25) will be discussed briefly at the outset. Job Description taxonomies attempt to describe managerial jobs in terms of their content, but not their characteristics. Leadership defies consensual definition which "makes it difficult to find leaders and follow them around" (McCall, 1977). More important, leadership, until recently, has been related to person variables, a situation which is changing as a more integrated contingency viewpoint gains increasing emphasis in the literature (see, for example, Pfeffer, 1977; McCall, 1977).

Common Characteristics of All Managerial Work - Job Description

Campbell, Dunnette, Lawler and Weick (1970) have pointed out the need for a descriptive system (job taxonomy)

particularly oriented toward managerial positions, and have expressed surprise at how "little research effort has been devoted to the development of managerial classification systems" (page 98). Hemphill's pioneering work in management taxonomy development involved the completion of a 575-item Executive Position Description Questionnaire by 93 managers at different organizational levels. He identified ten fundamental factors for describing different managerial jobs as:

1. Providing a staff service in non-operational areas.
2. Supervision of work.
3. Internal business control.
4. Technical aspects with products and markets.
5. Human, community and social affairs.
6. Long-range planning.
7. Exercise of broad power and authority.
8. Business reputation.
9. Personal demands.
10. Preservation of assets.

As Campbell et al. have noted (1970), it is possible that the lack of research following up on Hemphill's efforts has been due to the "behavioral sterility" of his management dimensions. Tornow and Pinto (1976) have developed a Management Position Description Questionnaire (MPDQ) for objectively describing the job content of executive and management positions in terms of their responsibilities,

restrictions, demands, and activities. Although the authors claim that "this study's thirteen position factors appear to provide a behaviorally meaningful taxonomy for describing, comparing, classifying, and evaluating managerial jobs in terms of their content (page 418), this study does not identify the characteristics of managerial work (for example, where the managers work, with whom they do so, etc.). Moreover, a number of the position factors (for example, supervision, complexity and stress, coordination of other organizational units and personnel) still seem to display some of the "behavioral sterility" of Hemphill's management dimensions. Work activity studies examine characteristics and frequently content; and taxonomies of managerial job content have, therefore, limited application to this study.

Particular Aspects of Managerial Work - Leadership

A review of the literature related to specific aspects of managerial work (leadership, motivation, decision-making, etc.) is beyond the scope of this thesis. In order to show why description of leadership behavior, for example, is not considered a primary area of focus, requires a few points of clarification.

A weakness in examining a particular aspect of managerial work, such as leadership, is that other variables often become relegated to an inconsequential level by comparison with the aspect under consideration. In terms of

Mintzberg's contingency framework - environmental, job and situational variables have been largely overlooked when discussing leadership as a personality and style phenomenon. Emphasis on the person variables of leadership "may derive partially from a desire to believe in the effectiveness and importance of individual action, since individual action is more controllable than contextual variables" (Pfeffer, 1977, page 109). As Pfeffer (1977) has further noted:

"Even if, empirically, leadership has little effect, and even if succession to leadership positions is not predicated on ability or performance, the belief in leadership effects and a meritocratic succession provides a simple causal framework and a justification for the structure of the social collectively . . . whether or not leader behavior actually influences performance or effectiveness, it is important because people believe it does" (page 110).

It should be recognized, therefore, that "many factors that may affect organizational performance are outside a leader's control, even if he or she were to have complete discretion over major areas of organizational decisions" (Pfeffer, page 107). The importance of Mintzberg's nested sets of variables again becomes apparent.

Early leadership research has shown that neither personal characteristics nor styles of leader behavior can predict leadership effectiveness across situations. The majority of recent theories have added situational contingencies (e.g. Fiedler, 1967; Evans, 1970; House, 1971), thus acknowledging that the characteristics of situations

interact with personality and style dimensions of leaders. Refinements may even aim at isolating the specific situations in which certain styles are effective (e.g. Vroom and Yetton, 1973). However, in spite of this trend toward a broader perspective of the leadership process

"a number of current trends in leadership seem to be holding back progress: (1) attempting to categorize a wide range of leadership behaviors into a few simple categories (e.g. structure and consideration), (2) defining the situation as a few simple categories focussed on only the immediate situation (e.g. the task of the group) and the interpersonal relations between leader and led, (3) measuring leadership outcomes solely on the basis of group effectiveness, and, (4) emphasizing static rather than dynamic components of the organizational context (i.e. assuming that the situation stays the same over time)" (McCall, in Hackman, Porter, Lawler, 1977, page 382).

What McCall emphasizes is that although there is a considerable bulk of leadership research on styles, characteristics and contingencies, very few studies have actually examined what leaders do. He sees the contribution of the work activity school as important, stressing that

"by learning more about what leaders actually do, researchers can expose themselves to numerous activities not considered by most traditional approaches to the topic. It is in the day-to-day activities of leadership role occupants that the situational/organizational context of leadership is sharply reflected (McCall, 1977, page 27).

According to McCall, Mintzberg's work is only a beginning, but breaking the set of leadership styles and

moving toward a more representative sampling of the behaviors involved in leadership heralds a more productive advance in research and training.

Common Characteristics of All Managerial Work - Managerial Behavior - Recording Managerial Behavior

Social scientists have sought to understand the nature of managerial work by studying what managers do. One of the principal methods by which this has been done is by means of an analysis of the proportion of time that managers spend in different ways. The total time is arrived at by adding up all the episodes that have been recorded, by one of a number of methods, under different headings.

Although Taylor (1911) developed the basis of work measurement at the operator level by timing how long it took to do a specific piece of work, he made no attempts to quantify managerial work. Fayol (1916) about the same time in France had attempted to classify all staff activities in a large firm into:

1. Technical activities (production, manufacture, adaptation)
2. Commercial activities (buying, selling, exchange)
3. Financial activities (search for and optimum use of capital)
4. Security activities (protection of property and persons)
5. Accounting activities (stocktaking, balance sheet, costs, statistics)

6. Managerial activities (planning, organization, command, coordination, control)

Many theorists have concentrated on this functional approach to the description of managerial work (Fayol, 1916; Gulick, 1937; Brech, 1963; Drucker, 1961; Koontz and O'Donnell, 1964). Few attempts have been made to test the validity of such constructs, and when attempts have been made to record managerial functions (such as decision making) they have generally failed either because the field research techniques "interfered too much with the work pattern of the participating manager or because of the difficulty of identification (of the function)" (Nailon, 1967). It is exceedingly difficult, for example, to tell when a manager is involved in a decision-making process. Planning, coordination and other such functions are equally difficult to identify in a managerial position characterized by high levels of work fragmentation and action. We cannot, therefore, readily describe managerial work in terms of a set of composite functions, such as planning, coordinating, organizing, and controlling. These words do not describe the actual work of managers. They describe certain vague objectives of managerial work; "they are just ways of indicating what we need to explain" (Braybrooks and Lindblom, 1963, page 537). As Sune Carlson has also noted:

"If we ask a managing director when he is coordinating, or how much coordination he has been doing during a day he would not know, and even the most highly skilled observer would not know either. The same holds true of the concepts of planning, command, organization and control, and also for most of the concepts used by Barnard in his analysis of the executive functions" (Carlson, 1951, page 24).

Such functional terms cannot, therefore, be recorded and are not appropriate to describe managerial behavior. They neither examine work characteristics nor specifically examine work content. In order to examine what a manager actually does it is necessary to develop a classification system permitting accurate recording of his activities and/or behavior.

"Stewart (1967) lists three methods commonly used to study what managers do on their jobs. First, an observer may record what a manager does. Second, the manager may keep his own record or diary of his activities during a workday. Third, a manager may be asked to estimate (without benefit of systematic record keeping) how he spends his time, or he may use a prepared checklist of job duties or behaviors to indicate what he perceives to be the relatively more and less important behavioral elements and requirements of his job" (Campbell, Dunnette, Lawler and Weick, 1970, pages 72-73).

These methods comprise the general field research classification which Bouchard (1976) has called "Participant Observation." In his recent extensive review of field research methods Bouchard has expressed concern that Participant Observation has been held in relatively low esteem by the scientific community, in spite of the fact that

"a number of the classic studies in industrial and organizational psychology are based on this methodology (Blau, 1963; Dalton, 1959; Gouldner, 1954; Selznick, 1949). We urge the researcher to carefully examine the potential of this much maligned method. It has strengths which compensate for the weaknesses of other methods" (Bouchard, page 385).

He continues by identifying the particular advantages of Participant Observation as:

- "focussing the researcher's attention on the behavior of individuals rather than simply on their verbal interview or test-taking behavior" (page 385).
- "forcing the researcher to look at the whole man, the whole organization, and the whole environment (social and physical)" (page 385). In other words, it recognized the existence of Mintzberg's environmental, job, person, and situational variables."
- putting the researcher in the context of discovery - observing unanticipated data.

Certainly, each of the "Participation Observation" methods has its particular advantages, disadvantages and most appropriate situations for application. Mintzberg, for example, has presented a table of the major Participant Observation research methodologies that have been used to study managerial work, highlighting the advantages and disadvantages of each methodology. This table is reproduced on the following page. The data gathering methods and relevance of the individual studies contained in the table will be explained in the review of the Work Activity Literature, which now follows.

Table 5: Seven Methods to Study Managerial Work

Method	Applications	Major Advantage(s)	Major Disadvantage(s)	Appropriate Use
Secondary Sources	Neustadt	Convenient; draws on analyses of others	Data frequently unavailable, inappropriate, or incomplete	To study job of inaccessible manager
Questionnaire and Interview	Ohio State Leadership Group	Convenient	Data of questionable reliability	To study manager's perception of his job
Critical Incident and Sequence of Episodes	Flanagan, Marples	Allows for intense probing	Parts of job not covered by the data	To study certain aspects of job in depth (e.g., decision-making)
Diary	Carlson, Stewart	Efficient (i.e., large sample possible relative to researcher's time investment)	No help in developing understanding of new dimensions; some problems with interpretation, consistency, and reliability	To study characteristics of large sample of differing managerial jobs
Activity Sampling	Kelly, Wardenius	Efficient; recording by researcher	Little help in developing understanding of new dimensions; noncontinuous, hence interpretation difficult	To study observational aspects of different jobs in one location
Unstructured Observation	Sayles, Dalton, Hodgson et al.	Enables researcher to understand new dimensions and to probe	Nonsystematic (may lose important data; cannot replicate); inefficient	To study the most complex, least understood aspects of manager's job (content)
Structured Observation	Guest, Ponder, Mintzberg, Radomsky	Enables researcher to understand new dimensions, to probe, to be systematic	Inefficient (consumes much researcher time); difficult to interpret some activities	To study at same time content and characteristics of small sample of managers' jobs

(Henry Mintzberg, The Nature of Managerial Work, 1973, page 229)

Managerial Behavior - Activities

A number of studies (principally stemming from Sune Carlson's work in 1951) originated from a belief that more information was needed about what managers actually did, and that one way of obtaining this was to make a simple analysis of their activities. The objectives were frequently to study the proportion of time that managers spent in different ways. Because Work Activity is an inductive method of research, all studies include measurement of activities or episodes, and can therefore be subsumed under the classification of "activities." However, since a number of studies can more appropriately be classified according to (a) activities which constitute critical incidents, (b) activities which are grouped into work roles, and (c) activities which are viewed as the result of demands, constraints and choices open to managers, they will be identified as such.

The following table presents a comprehensive list of research studies belonging to the Work Activity school which fulfill the selection criteria of quantified data relating to management personnel. A number of studies have not yet appeared in the management literature and their inclusion is the result of close communication with Professor Mintzberg and other researchers who have completed or are currently conducting Work Activity studies. Many of the studies contained in the table have been taken from Mintzberg (1973),

Campbell et al. (1970), Nailon (1968), and from personal correspondence with Mintzberg's list of current researchers in Work Activity analysis. The studies are presented chronologically, rather than by classification, since a number of studies relate to more than one category of work behavior (for example, activities and roles) and would need to be listed a number of times in each appropriate category. Chronological presentation avoids this duplication.

It is not necessary to review each of the studies contained in this table since Dubin (1962), Mintzberg (1973), Campbell et al. (1970), and Nailon (1968) have provided detailed information elsewhere. However, certain studies and methods of research are given particular attention because of their usage in determining the structure of the present study.

The first significant empirical study of managerial work was that undertaken by Sune Carlson (1951) who developed and used the time diary as a research method. In it were recorded the daily activities of ten executives with the following points being noted for each activity:

- Place of work
- Contacts with persons or institutions
- Technique of communication
- Type of issue being handled or discussed
- Content of the action (advising, commanding, making decisions)

Table 6: Empirical Studies of Managerial Work Activity Behavior

<u>Researcher</u>	<u>Year Reported</u>	<u>Classification</u>	<u>Method Used</u>	<u>Subjects</u>	<u>Focal Areas</u>
Notling	1942	Activities	Diary	21 city managers	Weekly distribution of activities
W. H.	1949	Activities	Unknown	12 German Direktors	Analysis of daily work
Carlson	1951	Activities Roles	Diary, interviews, observation	10 chief executives	Diagnostic approach to improve individual executive performance
Luijk	1952	Activities	Diary, activity sampling, observation	25 "top" executives	Analysis of daily work. Diagnostic approach to improve individual executives performance. Wasted time.
Flanagan	1954	Critical incidents	--	--	Behaviors crucial to effective job performance.

(continued)

Table 6 (continued)

Burns	1954	Activities (Character- istics and Content)	Diary	4 middle managers	Relationships among managers. Communication.
Brooks	1955	Activities Roles	Interviews Observations Superior Ratings	96 Execu- tives and middle managers	Differences in behavior pat- terns between better and poorer managers.
Guest, Jasinski	1956	Activities	Observation	56 foremen	Minute-by- minute analysis of daily work.
Williams	1956	Critical Incidents	Self-reporting forms	742 execu- tives from many firms	
Ponder	1957	Activities	Observation	24 foremen	Foremen effec- tiveness.
Burns	1957	Activities (episodes)	Self-completion forms	76 managers in eight companies	Time allocated to different managerial functions.
Wirdenius	1958	Activities	Observation, diary ac- tivity sampling	Review of previous Scandinavian studies	
Kay	1959	Critical Incidents	Interviewing superiors and subordinates	Foremen's behavior	

(continued)

Table 6 (continued)

Hemphill	1959 1960	Job demands and constraints	Questionnaire	93 managers	Importance of job activities as part of their managerial job.
Landsberger	1962	Activities	Observation	3 middle managers	Horizontal relationships
Copeman, Luijk, Hanika	1963	Activities	Diary	58 senior and middle managers	Wasted time. Activity com- parison between chief execs and department heads.
Hanika	1963	Activities	Self-completion record	1 manager	Manager ex- amining his own time usage.
Andersson, Nilsson	1964	Critical Incidents	Self-reporting, interviewing superiors and subordinates	Grocery store managers	Developing categories based on critical incidents.
Brewer, Tomlinson	1964	Activities	Diary	6 senior managers in different firms	Decision- making behavior
Dubin, Spray	1964	--	Self-recording forms, diary	8 senior and middle managers	How managers spend their time.

(continued)

Table 6 (continued)

Kelly	1964 1969	Activities	Activity sampling by observers	4 section managers	How managers spend their time.
Horne, Lupton	1965	Activities (Character- istics and content)	Diaries, self- completion forms	66 middle managers in ten companies	Time spent in managerial functions.
Thomason	1966/67	--	Diary	Various configura- tions of managers	Communication centers.
Stewart	1967	Job demands and constraints	Diary	160 managers	Similarities and differ- ences in which managers spend their time.
Lawler, Porter, Tannenbaum	1968	--	Diary	105 middle and lower level managers	Managers' reactions toward interaction episodes.
Nailon	1968	Activities	Self-reporting diary	4 hotel managers	How managers spend their time.
Mintzberg	1968	Activities Roles	Structured observation	5 chief executives	Interpersonal, informational, and decisional roles.

(continued)

Table 6 (continued)

Carmichael	1968	Activities	--	middle management in the retail industry
Choran	1969	Structured observation	--	Chief executives of three small firms.
Stewart	1975	Job demands and constraints	Interview Questionnaire	274 managers in managerial jobs. Constraints and choices in specific jobs.
Clowes	1976	Activities	Interview Questionnaire	355 managers in 28 firms Managerial work perception.
Gingras	1977	Roles, job demands and constraints	Questionnaire	71 directors of public service agencies Test of Mintzberg's role classification.
Ley	1978	Activities, Roles	Structured Observation	8 hotel managers in one chain Differences in behavioral roles between better and poorer managers in highly comparable jobs.

Personal assistants, telephone operators, secretaries, porters, interviews and self-completion records were all used to collect the data. Carlson's principal findings were that the executives studied had little uninterrupted time; that they worked long hours; had little control over the design of their workday; and, that a large proportion of executive time is engaged in "getting information." What is particularly valuable is that Carlson attempted to record both the characteristics of the job and the content of the activities.

Luijk's (1963) study of 25 Dutch executives came close on the heels of Carlson's work. The purpose of the study was to analyze in detail how senior executives spend their working day in order that they may improve their effectiveness. Attention was paid particularly to the issue of wasted hours. Luijk's concern for Time Management has therefore considerably predated the emphasis of many recent writers on optimal time use at the executive level (Bird and Yutzy, 1965; Drucker, 1967; Lee, 1973; Cohn, 1974; Mackenzie, 1974; Kealy, 1975; Stewart, 1976). Luijk's study is also particularly valuable because of the variation of data collecting techniques used. These included continuous personal observation, activity sampling, self-recording, observations by secretaries, and interviews with staff not personally subject to the study.

Brooks' study, although not particularly well known, was undertaken in conjunction with Cornell University and Moore Business Forms, Inc., in 1954. Brooks attempted to answer a number of questions, among them: "How do the behavior patterns of excellent supervisors differ from those of below-average ones?" Ninety-six executives and supervisors (from vice president to superintendent) engaged in production, finance, sales and industrial relations identified their supervisory duties (150 in all) and had recorded the time and frequency of performance of each of those functions. Functions emphasized by "excellent" and "below-average" leaders were compared. Performance of functions was determined by both subordinates and supervisors of the executives studied. While this study draws comparisons across a broad section of managerial levels, it does offer an important development by attempting to relate emphasis on managerial functions to effective performance.

The next study of relevance was that conducted by Horne and Lupton in 1965. By contrast to the previous study, Horne and Lupton's work has been given considerable attention in the literature, being discussed at length by Campbell et al.; and it has provided Mintzberg with one of his principal role categories (informational) as well as providing Nailon with his major data-gathering records (self-completion forms). Horne and Lupton obtained managers' activity records for 66 "middle-managers" in ten companies of differing production technologies. The record consisted of a number

of grids containing sets of descriptive words associated with the activity; this provided a nine-point statement about the activity. These nine types of information about each work episode are shown below.

Table 7: Nine-Point Statement about an Activity

<u>Type of Information</u>	<u>Example</u>
1. Method and means used	Phone, meeting, letter, etc.
2. Time and duration	Time of day and time encompassed
3. Location	Office, home, other company, etc.
4. Time relationship	For the past, present, or future
5. Level relationship	Organizational unit dealt with
6. Contacts	Person, group, organization, etc.
7. Purpose	Giving, seeking, reviewing, etc., information, plans, advice, decisions, etc.
8. Functional area	Technical, financial, personnel, etc.
9. Managerial "classification"	Formulating, organizing, unifying, or regulating. (as tabulated in Campbell et al., 1970, page 74)

The study, therefore, examined both characteristics and content of the managers' jobs. However, it should be remembered that the subjects were from firms varying widely in size, product, technology, and that "their functional

areas ranged widely over both line and staff assignments and over many "specialties" (engineering, comptrolling, personnel, sales, purchasing, etc.) (Campbell et al., page 74).

The strength of their methodology appears to lie in their nine-point informational breakdown for each work episode.

The next study considered is unique because it is the sole attempt to examine the work activities of hotel managers. Nailon's work in England appears to have been carried out at almost exactly the same time as Mintzberg's study in the U.S.A., and both provide an extensive review of the work activity literature prior to their individual studies. The purpose of Nailon's study was "to investigate the derivation of a methodology for the study of hotel managers' activities, to test this in a field situation and to compare the results with data available from other industries" (Nailon, 1968, page 19). Nailon utilized the Horne and Lupton nine-point statement about an activity (page 45) to design a recording pro-forma for his intended study of eight English hotels of different sizes and classifications (resort, transient, commercial, etc.) but owned by the same company. A preliminary field test using his original pro-forma indicated the need for a further revision of the Horne and Lupton instrument for his particular study. This revised instrument used by Nailon is shown on page 47. Eventually a second group of field

Table 8: Nailon's Self-Completion Record

			No.	Code	Date												
START TIME			05	10	15	20	25	30	35	40	45	50	55	60	mins. past		
ACTIVITY	S1	Correspondence															
	S2	Telephone IN															
	S3	Telephone OUT															
	S4	Talking (1)															
	S5	Interview															
	S6	Discussion (2+)															
	S7	Supervision															
	S8	Official Ent.															
	S9	Personal															
FUNCTION	S10	Restaurant															
	S11	Kitchen															
	S12	Banquet/Conf.															
	S13	Accommodation															
	S14	Housekeeping															
	S15	Bars/Cellars															
	S16	Purchasing															
	S17	Control															
	S18	wages															
	S19	Maintenance															
	S20	Other															
CONTENT	110	Technical															
	11	Commercial															
	12	Accounting															
	13	Personnel															
	14	Public Relations															
LOCATION	15	Financial															
	16	Own office															
	17	Public Rooms															
	18	Back House															
	19	Floors															
	A	Other office															
	B	Control/Accounts															
	210	wages															
	21	Restaurant															
	22	Kitchen															
	23	Bars															
INTERACTION	24	Reception															
	25	Porters Desk															
	26	Head Office															
	27	Colleague															
	28	Supplier															
	29	Customer															
	310	Potl. Customer															
	31	Going into status															
	32	Going into status															
	33	Other															
		Subordinate															

(Nailon, Appendix 2, page 125).

tests were carried out and "the results of these were discussed with the manager and modifications incorporated until the record could be completed rapidly and without undue interruption of work" (Nailon, page 53). It should be noted that in both Horne and Lupton's and Nailon's studies managers recorded their own activities. Although observation by a skilled researcher is perhaps more desirable than activities recorded by the subject of the study, observation by a researcher is not always possible. As Nailon notes, for example, "it was also apparent by this time that data would have to be obtained by managers maintaining a self-completion record since direct observation would not be practicable due to the geographic separation of units and the time available for the project" (Nailon, page 53). In this statement Nailon is seen to concede that (structured) observation would have been a more desirable field research method had the limitations not existed which kept him from utilizing this method.

Nailon eventually reduced his sample from eight to three hotels for a number of reasons (withdrawal of support; lack of supervisory level in smaller hotels; changes in management, etc.) and he had each of his three managers record their activities over three distinct time periods in July, August, and September 1967. His study is the sole attempt to empirically classify and quantify managerial activities in the hospitality industry, and he makes no attempt to analyze the content of the activities. He states:

"As an instrument, the methodology used in this study is imperfect since it only quantifies activities in terms of function, content, location and persons involved. This has been done without identifying the noetic processes involved, which, it might be argued, are of a greater importance. Nevertheless, it is maintained that the study has demonstrated the practicability of gathering pertinent data on hotel managers' activities which, by extending the scope, could provide valid information on what needs to be studied in depth. In this way an effective approach can be developed to helping managers improve their performance" (Nailon, page 118).

The principal focus of his study was, therefore, to record the time devoted by the managers to specific activities in specific locations in the three hotels studied.

His tables are extensive but can be summarized as follows:

- individual activities classified by percentage of events
- individual activities classified by percentage time occupied
- percent total time of activities associated with functions
- percent total time of activities associated with content
- percent time spent in different locations
- percent of total interaction time with others

In his conclusions, Nailon attempts to use his data to help answer the two questions which were raised at the outset of the study. These were:

1. In what way do hotel managers compare with managers in other industries in terms of their management activities?
2. Of the accumulated body of knowledge in relation to management, what part of these general findings are relevant to hotel management?

To the first question, Nailon provides the following statements regarding the distinctiveness of the hotel managers' activities:

- "a heavy involvement with the external environment rather than with his own staff;
- they are engaged in a continuous monitoring of their unit through fleeting contacts and frequent movement about the establishment" (Nailon, page 120).

In response to the second question, Nailon draws three generalizations from the study:

- hotel managers can benefit from general management courses
- knowledge of operating techniques needs development
- special skills are required by the hotel manager

Nailon therefore provides an important starting point for the industry and a valuable contribution in his activity analysis of hospitality managers.

Managerial Behavior - Critical Incidents

As noted in Mintzberg's table on "Methods to Study Managerial Work" (page 35) the major disadvantage of the critical incident technique is that only certain parts of the job are covered by the data. As Mintzberg has pointed out, "There may be a tendency to ignore activities that are routine, complex or sensitive, or to focus on special activities to the detriment of comprehensive research" (Mintzberg, 1973, page 223). In an exploratory study of the activities of hotel managers, such as the one undertaken by the writer, it would seem more appropriate to gain a general understanding of the total set of work roles carried out by the manager than to examine in detail critical incidents related to managerial behavior. This technique which "allows for intense probing" (Mintzberg, 1973, page 229) might be relevant for subsequent research once general activity and behavior patterns have been established.

Managerial Behavior - Roles

Attention now must turn to the need to identify and describe managerial behavior in more than individual activities classified by percentage of time occupied or by location. The issue is one of bridging the gap between characteristics of work activity analysis and content of work analysis. To clarify the distinction, Mintzberg has stated:

"In discussing the results of the work-activity studies, we must draw a basic distinction between the content and the characteristics of managerial work. A researcher studying the job of the manager may wish to know such things as where managers work, with whom they do so, how long they work, what media they use (telephone, for example). Answers to questions like these give the characteristics of managerial work. Or, the researcher may wish to know what managers do in their work - that is, what activities they carry out and why. Answers to these questions describe the content of managerial work. Categorizations of work content and purpose lead to statements of functions or roles. The first type of analysis would tell us, for example, that a manager worked long hours in a given week, whereas the second would show that he did so because he was deeply involved in labor negotiations" (1973, pages 21-24).

Studies which can generate data relating to both characteristics and content are, therefore, more relevant in a study of managerial behavior. The problem has been that, in order to describe the content of managerial work, most researchers have followed the route of the "behaviorally sterile" management dimensions mentioned previously and which have been found almost impossible to identify and classify. Thus the broad functional approach and attempts to factor analyze different managerial jobs (through Executive or Management Position Description Questionnaires) do not provide both characteristics and content of managerial work.

Henry Mintzberg, in 1968, made an attempt to rectify this situation in his empirical study of the work activities of five chief executives in organizations which ranged from

research and development of technological products for industry and defense to a large suburban school system. According to Mintzberg, "this study was designed to focus (1) on the job rather than the man, (2) on basic similarities in managers' work rather than on differences, and (3) on the essential content of the work rather than its peripheral characteristics" (1973, page 230). Using the research methodology known as "structured observation" Mintzberg observed each manager for one work week. Having armed himself previously with "preliminary data" relating to the executives' appointment schedule; information about the organization; and background information about the manager, Mintzberg during the work week recorded structured and anecdotal data on the executive position observed.

"'Structured data' were collected on the pattern of activity through every minute of the workday and on all mail and verbal contacts. Three records were used to record these data. The chronology record described activity patterns and cross-referenced the other two records. The mail record described each piece of incoming and outgoing mail. The contact record described each verbal contact" (page 232).

"'The Anecdotal Data' comprised materials on specific activities. Critical or otherwise interesting incidents were described in considerable detail; exhibits of actual correspondence were obtained; background notes were recorded during informal discussions with the managers. These anecdotal materials were used to facilitate coding and to develop and support some of the theory" (page 232).

Thus Mintzberg, by using "structured observation" as his research technique, achieves the flexibility of open-ended observation with the discipline of seeking certain types of structured data. As a research technique "structured observation" appears to offer a considerable number of advantages over questionnaires, diary studies and activity sampling methods. This will be discussed more fully in chapter 3. What is unique about the methodology is that it allows the researcher "to develop content categories inductively" (Mintzberg, page 25). The study allowed Mintzberg to compile detailed chronology, mail and contact records (work characteristics) on a basis of time allocation, but it also allowed him to analyze the activities and identify the purpose of each activity. "The key to our study was the categorization of the purpose. This describes the essential content of managerial activity - in raw form, what five managers did - and it is what led to the development of the theory on roles" (page 249). In effect, the activities, when analyzed by purpose, were found to be able to be classified into a set of three major role categories - namely interpersonal roles, informational roles and decisional roles. A summary of the role categories and sub-roles contained in each is shown on pages 55-56. As can be seen, the roles were inductively derived from analysis of identifiable activities, as well as from the results of previous work activity studies which had hinted at the importance of

Table 9: Summary of Ten Roles

Role	Description	Identifiable Activities from Study of Chief Executives (see Appendix C)	Recognition in the Literature
Interpersonal			
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Ceremony, status requests, solicitations	Sometimes recognized, but usually only only at highest organizational levels
Leader	Responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties	Virtually all managerial activities involving subordinates	Most widely recognized of all managerial roles
Liaison	Maintains self-developed network of outside contacts and informers who provide favors and information	Acknowledgments of mail; external board work; other activities involving outsiders	Largely ignored, except for particular empirical studies (Sayles on lower- and middle-level managers, Neustadt on U.S. Presidents, Whyte and Homans on informal leaders)
Informational			
Monitor	Seeks and receives wide variety of special information (much of it current) to develop thorough understanding of organization and environment; emerges as nerve center of internal and external information of the organization	Handling all mail and contacts categorized as concerned primarily with receiving information (e.g., periodical news, observational tours)	Recognized in the work of Sayles, Neustadt, Wrapp, and especially Aguilar
Disseminator	Transmits information received from outsiders or from other subordinates to members of the organization; some information factual, some involving interpretation and integration of diverse value positions of organizational influencers	Forwarding mail into organization for informational purposes, verbal contacts involving information flow to subordinates (e.g., review sessions, instant communication flows)	Unrecognized (except for Papadanton discussion of "peak coordinator" who integrates influencer preferences)

(continued)

Table 9 (continued)

Spokesman	Transmits information to outsiders on organization's plans, policies, actions, results, etc.; serves as expert on organization's industry	Board meetings; handling mail and contacts involving transmission of information to outsiders	Generally acknowledged as managerial role
Decisional			
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement projects" to bring about change; supervises design of certain projects as well	Strategy and review sessions involving initiation or design of improvement projects	Implicitly acknowledged, but usually not analyzed except for economists (who were concerned largely with the establishment of new organizations) and Sayles, who probes into this role
Disturbance Handler	Responsible for corrective action when organization faces important, unexpected disturbances	Strategy and review sessions involving disturbances and crises	Discussed in abstract way by many writers (e.g., management by exception) but analyzed carefully only by Sayles
Resource Allocator	Responsible for the allocation of organizational resources of all kinds—in effect the making or approval of all significant organizational decisions	Scheduling; requests for authorization; any activity involving budgeting and the programming of subordinates' work	Little explicit recognition as a role, although implicitly recognized by the many who analyze organizational resource-allocation activities
Negotiator	Responsible for representing the organization at major negotiations	Negotiation	Largely unrecognized (or recognized but claimed to be nonmanagerial work) except for Sayles

(Henry Mintzberg, The Nature of Managerial Work, 1973, pages 92-93.

certain role categories (e.g. Horne and Lupton, 1965, and the informational roles). That Mintzberg succeeded in both his description of managerial behavior and his inductive reasoning can perhaps best be attested to by the acclaim accorded him by his academic peers and practicing managers, and by the subsequent research generated by his study.

Weick (1975), in a review of Mintzberg's The Nature of Managerial Work (1973) (based on Mintzberg's 1968 study), has stated:

"Rarely has the field of Organizational Behavior had better evidence of the value of description and induction than is found in Mintzberg's book" (Weick, 1975, page 111).

Although subsequent studies have validated Mintzberg's model of managerial work (for example, Belcher, 1975) and although the "invisible college" (Mintzberg, 1977) of those undertaking directly related research on managerial work is growing steadily, attention should be paid to one area of concern.

Primarily Mintzberg and other researchers undertaking Work Activity analysis have been faced with the problem of interpretation of observations, and, therefore, find it difficult to operationalize their model. As Mintzberg has acknowledged:

"In looking at the theory of roles for purposes of future work, researchers may ask how operational it is. Our simple answer is that it is not fully operational in the form presented, but that to make it so should not be a difficult

task. The chief problem in doing so . . . is that there is not a simple one-to-one mapping of activities onto roles" (page 267).

Part of this difficulty is due to the complexity of the positions observed, and part is due to limitations imposed on the researcher as a result of use of structured observation as a research method. Confidentiality of information; complexity of, or exclusion from meetings, and effects of the presence of the researcher can potentially limit the validity of the data gathered. In spite of these difficulties, Mintzberg's work is a valuable step forward in the empirical analysis of managerial behavior.

Characteristics of Different Types of Managerial Jobs

Hemphill (1959-1960) and Stewart (1967, 1975) have so far provided the only major investigations which sought to distinguish the behavioral requirements of different managerial jobs. This is surprising given the fact that in order to understand a job one needs to know the demands it imposes (apart from the specialist knowledge that may be needed), the constraints that limit what the jobholder can do, and the choices that are open to the jobholder. Only perhaps when those demands, constraints and choices are understood can we begin to identify the skills that are needed for each particular job. Stewart (1975) interviewed 274 managers in a broad range of organizations of different sizes over a period of two and one half years with the aid

of a number of researchers from the Oxford Center for Management Studies. By examining the work activities of the managers she identified four distinct work patterns which were largely the result of the differing demands and constraints of the various managerial positions which were found to belong to each work pattern. Her four types and their respective work characteristics were:

Systems Maintenance: recurrent, fragmented, responding, troubleshooting

Systems Administration: recurrent, deadlines (expected and unexpected)

Project: non-recurrent, long-term, sustained attention, self-generating

Mixed

She noted distinctive differences in interpersonal relationships, potential for delegation, and job exposure for the various positions, and concluded that an understanding of the differences between managers' jobs has so far been inadequate for the needs of effective managerial selection and training. Stewart's major problem appears to have been deciding whether a fragmented work pattern was due to the demands of the job or to the "grasshopper" style of the manager. She notes:

"Our observations showed that the amount of fragmentation was, for some of the managers, more a reflection of their personal style than of the demands of the job. This applied most to the jobs that were necessarily fragmented but where they could

have been much less so if the manager had wished" (Stewart, 1976, page 41).

This problem has possibly been due to lack of detailed understanding by the researchers of the managerial positions being studied. Nevertheless, Stewart has highlighted the inconsistencies of much previous research which has attempted to describe managerial behavior without regard to the job, situational and environmental variables which can have a profound effect on such behavior.

Managerial Work in the Hospitality Industry

As noted in chapter one, there is a pronounced lack of research related to managerial work activities reported in the literature of the hospitality industry. This is perhaps surprising for a number of reasons. First, service industry positions have some distinctive characteristics which would indicate possible differences between manufacturing and service industry management. Stewart indicated one possible difference when she stated: "People in service jobs may also be unable to plan their time because of the unpredictable incidence of service requests" (1976, page 41). In Stewart's terms, hotel managers would appear to have basically responding jobs rather than self-generating ones, and they would therefore be more likely to be classified as Systems Maintenance or possibly Systems Administration positions (see pages 44-45). Second in an industry in which effective operational management is virtually essential to

the success of the enterprise and the motivation of the employees, it is surprising that executive development has received such little attention. Finally, one might expect empirical studies of managerial activities in a situation where the issues dealt with on a daily basis are not sufficiently complex to confuse a researcher having some minimal experience of the industry. In other words, the hospitality industry would seem to provide an ideal situation for field research of the sort undertaken by Mintzberg, Stewart and others. Yet, with the exception of Nailon's activity study in England, there have been no empirical studies of managerial work activities reported in the hospitality literature. This is not to imply that the literature is entirely devoid of discussion of managerial activities. On the contrary, postulations of qualifications essential for effective managerial performance are all too common, but in no case do these lists appear to have been derived from empirical findings. Generally, broad lists of functions are intended to represent the greater part of the operational manager's major responsibilities. A recent hospitality management text is typical of the listings of "what operational managers do":

"planning; budgeting; organizing; decision-making; problem-solving; forecasting; communicating; leading; motivating; keeping peace; disciplining; supervising; training; morale building; protecting; representing the organization; developing productivity; scheduling; cost cutting; quality and quantity control; reporting; protecting

profits; developing profits; accommodating guests; assuring health and safety for employees and the public" (Axler, 1976, pages 6-8).

Such broad functional classifications are patently worthless.

Estimates of time devoted to specific activities have been made by Thurston in response to a request to identify how a good hotel manager spends his day. For a 100-300 room hotel, Thurston provided the following list of activities, priorities of importance and estimated time allocated to each activity. These were purely estimates based on the reporter's experience as a manager of such properties.

Table 10: Activity Importance and Time Allocation
Manager (100-300 room property)

<u>Activity</u>	<u>Importance Rank*</u>	<u>% of Time</u>
Public Relations	2	13
Guest Complaints (service, etc.)	1	10
Adjustments on guest statements	1	6
Injuries, Accidents, Security	8	6
Dep't head meetings	4	13
Review financial reports	5	15
Union problems meetings	6	13
Staff supervision, counseling	3	15
Structural problems (files)	7	7
Execu. office routines	9	2
*1 = most important; 10 = least important		

(Thurston, 1972)

In a somewhat similar vein a nationally franchised restaurant chain has identified activities performed by its restaurant managers and has distinguished among poor, good and excellent levels of performance of the same activity. For example, concerning "problem-solving behavior" 100 percent performance "is when the manager, in being confronted with a problem, takes time to weigh all the facts and methodically takes care of the problem to its final conclusion with reasonable haste, and gets it out of his hair" (undated bulletin to managers of Perkins Pancake Houses). For the same "problem-solving behavior" 75 percent performance was identified as "meeting regularly with the kitchen and dining-room supervisor helping to resolve problems." Such relatively crude observations of work activities at least attempt to take description beyond the mere listing of ill-defined and overlapping managerial functions. At the suggestion of this researcher, Koppel (1976) surveyed food service managers using a Delphi technique to identify their perceptions of the anticipated relative importance of Mintzberg roles to their positions in 1986. The research was intended to act as a basis for curriculum development in baccalaureate programs.

As can be seen from the studies mentioned previously, literature related to managerial work activities in the hospitality industry has been sparse and unrelated. The sole piece of research which has built upon previous work activity analysis has been that conducted by Philip Nailon, and which has been mentioned previously in the review of the general

management literature. Using a limited sample of hotel general managers, Nailon gathered information on the characteristics of their activities from self-completion records. No subsequent research based on Nailon's approach or findings has so far come to light.

This study applies some of Nailon's ideas using a Mintzberg activity/role analysis approach to extend our understanding of the work carried out by a specific group of hotel managers in the USA.

Conclusion

A brief recap will now be given of the most important findings arising from the review of the literature. An attempt was initially made to place the study and related research into the general framework of managerial behavior. By circumscribing the scope of the relevant literature in this way it was possible to concentrate on the body of research which has dealt with the activities performed by managers at work. The various methods of recording these excerpts of managerial work behavior have been noted and particular emphasis has been given to the research undertaken by Henry Mintzberg. He observed five chief executive officers over a period of a week each and was able to develop inductively a set of ten work roles from the total set of observed managerial activities. He recognized that the work of any particular manager is influenced by a

combination of four sets of variables - those being environmental, job, situational, and person variables.

Contemporaneously in England, Philip Nailon, a researcher interested in the work activities of hotel managers, refined a data recording instrument originally developed by Horne and Lupton in 1965. Although the form was used by hotel managers to record their own activities, the instrument appears to have potential application in the structured observation approach used by Mintzberg.

A third and ongoing set of studies by Rosemary Stewart, another English researcher belonging to the Work Activity school, emphasized that differences in managerial jobs resulted in different constraints being imposed and different choices being available to managers in those different jobs. The implication is that if a number of managerial jobs are basically the same, the constraints and choices available to the managers in those jobs will be basically the same.

From the unique contributions of those three researchers, this writer has formulated a research situation which permits a detailed observational analysis of the work activities of a stratified sample of hotel managers. The methodology used to set up this research situation is the subject of the following chapter.

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CHAPTER 3

RESEARCH METHODOLOGY EMPLOYED

Formulation of Hypotheses

From the preceding review of the literature related to managerial work activity analysis, it is apparent that observation, recording and classification of managers' behavior into specific work roles is a valid and important form of inductive research. Information related to time spent in the performance of specific activities and perceived importance of specific activities can readily be gathered by structured observation and questionnaire techniques respectively.

What have not been undertaken to date are direct comparisons of effectiveness of the subjects in any one work activity study. This is due to the fact that jobs within a study have not been comparable, and thus the limitations and constraints which partially determine a manager's use and allocation of time are not consistent from subject to subject. If, however, a situation existed in which a group of managers were identified as having highly comparable jobs, and those managers were classified by the same supervisor as highly effective, effective, and less effective - it might be possible to develop a set of hypotheses stipulating that their

effectiveness is in some way related to their work behavior. If each manager's work behavior is taken as the sum total of the activities performed (and how these activities are performed), it would appear reasonable to conclude that managers will differ in the activities which they emphasize and, therefore, their work behavior may be said to differ. This variation in behavior might be expected for the very reason that managers of hospitality establishments have a broad range of duties and responsibilities, some of which they may carry out themselves, some of which they may delegate, and some of which they may ignore in the short run without adverse effects on operational performance. Since a hotel manager is constantly overseeing operations throughout the property and is in frequent communication with the majority of employees in smaller establishments (say, under 200 rooms) his influence upon organizational performance may be considerable. Furthermore, since the judged effectiveness of the manager is partially based upon the performance of his property, managerial behavior is therefore very probably linked to judged effectiveness of the individual manager. Based on these observations, industry experience, and literature relating to hospitality management, a general hypothesis can be presented as follows:

H₀: examination of the work activities performed by a group of Innkeepers will reveal certain patterns of work role behavior common to those managers judged to be highly effective.

From this general hypothesis related to the total patterns of work role behavior, a number of sub-hypotheses can be derived which will allow us to examine certain specific issues related to role performance and effectiveness of the Innkeepers in the study.

Several hypotheses utilize the role terminology presented by Mintzberg in "The Nature of Managerial Work," and the ten roles are presented again here with some points of clarification for the purpose of this study.

Interpersonal Roles - Figurehead, Leader, Liaison

Informational Roles - Monitor, Disseminator, Spokesman

Decisional Roles - Entrepreneur, Disturbance
Handler, Resource Allocator,
Negotiator

Mintzberg observed the work activities of chief executive officers in a consulting firm, a hospital, a consumer goods manufacturing firm, a public school system, and a firm producing industrial, technological products. He did, however, note that there is a logical argument as well as considerable empirical evidence to support the contention that these ten roles are common to the work of all managers. Mintzberg also cautioned against isolating the roles, emphasizing that "these ten roles form a gestalt - an integrated whole. In essence the manager is an input-output system in which authority and status give rise to interpersonal relationships that lead to inputs (information), and these in turn lead to outputs (information and decisions)"

(page 58). However, when the purpose of each activity is identified it becomes possible to classify the activities into the various roles. If, for example, the purpose of an activity or communication from a manager is to motivate an employee, information may be given to the employee (disseminator), but the manager is acting in his leadership role since the intent is one of motivation. In this way managers judged to be highly effective, effective, or less effective can be compared according to the time they devote to specific work roles or to major role groupings (interpersonal, informational, decisional).

Given the high level of interpersonal contact a manager has with employees, the relatively low educational level of most hospitality employees, and the potential for interdepartmental friction in a hospitality establishment, it might be expected that a manager view his leadership role as his primary responsibility as a manager. The description of the leadership role is given on page 55. A first sub-hypothesis might, therefore, be:

H₁: all Innkeepers in the study perceive their leadership role to be more important than any other work role

Recognized importance of a particular role does not necessarily mean that time allocated to that role is commensurate with its stated importance. Time management consultants often recommend that one of the most valuable

investments of a manager's time, in terms of subsequent pay-off, involves finding, developing and motivating a good staff. While most managers might pay lip service to this (see previous hypothesis), with the good intentions of allocating time to such aspects of their leadership role, it is perhaps only those most effective managers who in fact allocate the most extensive block of time to their leadership role. A second sub-hypothesis could therefore be presented as follows:

H₂: only the Innkeepers judged to be highly effective spend proportionately more time in their leadership role than they do in any other work role

While this hypothesis is specifically concerned with the relationship between effective management and time allocation to the leadership role, the element of ability to judge time allocation to roles is also contained in the hypothesis. In order to isolate this issue of perception and actuality of time allocation a third sub-hypothesis is given:

H₃: highly effective Innkeepers are more accurate in their own perceptions of time allocations to specific work roles than are less effective managers

H₁, H₂, and H₃ are, therefore, interrelated and derive from one another in a hierarchical manner. As highly effective managers may be shown to exhibit attention to leadership skills and may have the ability to judge how

they are devoting their time, certain statements may be made concerning innkeepers judged to be less effective.

Management in a service industry, especially at the operational level, is responding management rather than initiating management. Problems constantly arise concerning clientelle, staff and decline in the quality of service provided. A manager, experienced at all levels of work in a hospitality establishment, is frequently called upon to rectify such situations. If, for any number of reasons, the manager starts to devote much of his attention to such fire-fighting activities, he will have little time left to perform important managerial functions. Inability to delegate tasks, to train staff adequately, or a desire to show employees his operational competence, can all result in a manager becoming over-involved in his disturbance-handling role. A sub-hypothesis intending to measure this is stated in the following manner:

H₄: Innkeepers judged to be least effective spend more time in their disturbance-handler role than do Innkeepers judged to be highly effective.

Related to this idea of a manager responding to issues or problems which might be delegated or handled by another is the notion of a manager working on a task without interruption or seeing a problem through to its logical conclusion. Innkeepers are normally readily accessible to both employees and guests and, as a result, are frequently interrupted in the

performance of their duties. Again, time management consultants have identified this ability to limit interruptions as a major distinguishing factor between managers who have a keen sense of time management and those who do not. That this might also be related to judged managerial effectiveness can be tested by the following hypothesis:

H₅: highly effective Innkeepers devote more time, on average, to each activity performed than do less effective Innkeepers

Time spent on specific work activities and roles has been the focus of this study. It has been noted that certain work roles are probably more important than others for Innkeepers and that managers can be effective or ineffective in the use of their time. For these reasons a concluding sub-hypothesis contends that:

H₆: there is no relationship between total time at work and the judged effectiveness of the Innkeepers in the sample

The means by which each of these hypotheses has been tested is presented at a later stage in this chapter.

Methodology

The research situation was set up in an effort to make a distinctive contribution to the work activity school of management, using a structured observational approach. As was noted in the previous chapter there have been two major problems concerning research work conducted by those belonging to the "Work Activity School."

First, there has been variation in consistency and methods of recording work activity. This implies not only differences in method (diary, activity, sampling, structured and unstructured observations, etc.) but also variations in the use of each particular method (observation of certain activities and not others, exclusion of certain information as non-activity).

Second, attempts to control key variables which have a major influence on the activities of the observants have been sparse. Each management study has included one or more of the following elements in the sample under observation:

(a) managers at different hierarchical levels in the same organization

(b) management in different functional areas (sales, manufacturing, etc.) in the same or different organizations

(c) managers of firms having vastly different production technologies

(d) managers of both manufacturing and service organizations

(e) managers of units in the same industry but unit variations in size, location, ownership and clientele.

Given such limitations which have resulted in the inability to make valid contrasts among managers in the same study (if, for example, the research purpose has been to look at effectiveness), one can begin to recognize the importance of Stewart's work, which differs from all others.

By looking at the job first rather than the manager, she examines the differences among jobs in order to determine the differing demands of the various jobs on the individual. Thus, Stewart divides her management positions into four different types of work pattern, namely:

1. Systems Maintenance (recurrent, fragmented, responding, troubleshooting)
2. Systems Administration (recurrent, expected/unexpected, time deadlines)
3. Project (non-recurrent, long term, sustained attention, self-generating)
4. Mixed

Different demands are placed on each of these work patterns by - relationships (subordinates, peers, seniors, contacts), private life, and exposure.

This researcher, by examining the work of eight hotel managers at the same hierarchical level in one organization, has therefore standardized the work pattern type, according to Stewart's typology. The hotel management positions would most appropriately be described as "Systems Maintenance" and would therefore be subject to the same types of demands. To standardize the management positions even more, a number of steps were taken by the researcher to make the jobs as highly comparable as possible.

Sample Selection Procedures

In order to standardize the influence of environmental, job and situational variables (see page 22, chapter 2) as much as possible, the researcher requested the sponsoring organization to provide a list of approximately thirty management positions which satisfied the following criteria:

1. Company owned (franchised properties have varying responsibilities to different ownership consortiums)
2. 140-170 room properties, each having dining-room, swimming pool, cocktail bar and banquet facilities
3. Same regional area of US
4. Roadside properties in urban/suburban locations (comparable mix of clientele - families and businessmen)
5. Manager of the property in the position as manager for at least six months (to ensure that the manager was familiar with the operational procedures of the property)

It was recognized that any additional criteria requirements would simply limit the number of properties to be included in the sample, to the extent that the few would be instantly recognizable to top management. This would have defeated the objective of confidentiality necessary to ensure the total cooperation of the managers. To insist, for example, that each property was of approximately the same age would have reduced sample size to three or four properties. Therefore, complete homogeneity of management positions was not only impossible to attain but was also

undesirable since no effective sample could have been obtained for the study. The list of properties submitted to the researcher satisfied the above criteria and was also large enough (twenty-three) to safeguard the identity of the managers eventually chosen for the study. Those properties chosen from the list submitted were selected on the basis of location in or around three large cities, closeness in size (number of rooms) and management willingness and ability to participate in the study.

In this way, although the properties were not truly homogeneous, it is believed that the sample reflected eight managerial positions which were highly comparable in duties and responsibilities relating to the positions and in job demands made upon the positions.

Standardization of management jobs has, for all practical purposes, been effected; and it is believed that it is this standardization which distinguishes the study methodology from previous studies.

Proposal

The original proposal to observe a group of hotel managers at work was made to the President, Inns Division, Holiday Inns, Inc. The proposal as presented was rejected due to concerns about "weaknesses" of the structured observation approach. The concerns were:

- Sensitivity by the managers to having a third party (the researcher) present during "private" communications with other hotel personnel.

- Possible biased managerial behavior patterns while under observation by the researcher.

- Resistance by managers to having a "spy" in their midst who was sanctioned by top management.

The following steps were then proposed to remove the earlier justifiable objections raised by the president of the Inns Division.

- "1. Holiday Inns, Inc., will supply the researcher with a list of the names of managers of approximately comparable inns (size, market competition) in selected mid-western states. A list of between 25 and 35 managers would be desirable.
2. Permission be given to the researcher to correspond or visit with those managers with the objective of soliciting their participation in the project on a voluntary basis, for a project period not to exceed five days with each volunteer.
3. From six to nine volunteers will be selected by the researcher and the identity of these volunteers will remain with the researcher. Thus senior level management will not know which innkeepers have been selected for the study. If this point can be effectively communicated to the managers by the researcher many of the problems of antipathy toward the researcher and the artificial behavior patterns by the manager under observation will be avoided.

4. Where confidential situations arise between a manager and his clients or employees the researcher could be excluded from the situation or meeting and appraised of the non-confidential elements of the situation at a later time by the manager."

These revisions to the original proposal were found to be acceptable to the President and to the manager of executive employment and development, who was now assigned responsibility for the coordination of the project.

To encourage Innkeepers to participate in the study, a letter was forwarded from the president and regional vice-president to all potential candidates for inclusion in the study. This letter strongly emphasized the need for cooperation between academe and industry and reminded Innkeepers of the close linkage between Michigan State University and Holiday Inns, Inc. A transcript of these communications are to be found in Appendix D.

A list of twenty-four properties intended to satisfy the researcher's selection criteria were then made available to him, and nine properties were selected which most closely satisfied the criteria. One property, in which the researcher had had prior business contact with the manager, was selected for the pilot study and the manager's support solicited and received. Once the support of the other eight Innkeepers was acknowledged, a time schedule of visits was then set up with the Innkeepers.

Preliminary Testing of Mintzberg Role Classification

As noted previously (page 68) Mintzberg hypothesized that his ten roles are common to the work of all managers. Before testing this in the pilot study, it was deemed advisable to determine if perceived managerial work activities could be classified into those ten roles. A classroom survey was undertaken using fifty-seven senior students in hotel management at Michigan State University. These students were asked to identify routine activities which they believed are representative of managerial work in the hotel industry. In almost every case, this researcher had little difficulty classifying those activities into Mintzberg's role categories. In the few cases where an activity could be placed in more than one classification, this was generally found to be due to the imprecision of the students' wording which left some doubt as to the purpose of the activity.

An example of a completed survey form, showing the activities and appropriate role classification is shown in Table 11.

The student responses to this survey tentatively indicated that the role classification used by Mintzberg could be used to classify the work activities of hotel managers, and the ten roles were left intact. Problematic issues of classification of the activities of the managers observed in the field setting will be discussed in the analysis of data, given in chapter 4.

Table 11: Hotel Management Work Activity Form (Example)

List any six (6) activities a hotel manager might perform during his work day. Be specific (for example - reprimand an employee, take bar inventory, etc.).

<u>Activity</u>	<u>Role Classification</u>
1. Scheduling	Resource Allocator
2. Meeting with staff for feedback and idea development	Monitor
3. Reviewing employee performance	Leader
4. Meeting and talking with guests, understanding their needs	Monitor
5. Development of new ideas to improve the operation	Entrepreneur
6. Meeting with salesmen of major suppliers	Liaison

I have/have not sufficient hotel or restaurant experience to believe a manager would perform each of these activities at least once a month.

I am a junior/senior in Hotel, Restaurant and Institutional Management (MSU).

Data Collection Instruments and Coding

Three distinct categories of information were gathered. For each manager studied, a body of preliminary data was collected before the actual observation began. This information concerned the property, the Innkeeper and the typicality of the time period under observation. The purpose of obtaining this preliminary data was to reveal

differences among the properties - which could not be accounted for in the selection process. These differences might impose limitations, constraints, or provide opportunities in certain properties which they did not do in others. This information might later be used to help explain certain aspects of managerial behavior. If, for example, one property located in a declining urban area had a high turnover of key employees, managerial behavior might reasonably be expected to be a partial response to such personnel issues. Preliminary data would, therefore, hopefully reveal distinguishing characteristics. The preliminary data sheet is shown on the following page. Generally, this information was obtained from the Innkeeper the evening prior to actual observation of managerial activity.

During observation two types of data were gathered. Structured data were collected on the pattern of activity throughout every minute of the workday. Nailon's self-completion record (see page 47) was initially used in the pilot study by the researcher to record the activities; but, as mentioned previously, a number of changes were instituted to facilitate recording and to make the instrument more relevant to American motel properties.

It should be noted that during the period of observation of the managers, the idea of obtaining their perceptions of time and importance of managerial functions performed had

Table 12: Preliminary Data Form

How long have you been Innkeeper here?
 How long have you been Innkeeper elsewhere?
 Please indicate the name and length of service in this property of each of the following key employees:

Food and Beverage Director	Housekeeper
Front Office Supervisor	Secretary
Front Office Cashiers	Chef
Maintenance Supervisor	Bartender
Night Auditor	

Please indicate the capacity of each of the following for the property. Also the percentage of revenue generated by each service.

Rooms	%	Dining room (seats)	%
Bar (seats)	%	Banquets (seats)	%

How typical or different is this work week from others (public holiday, big home baseball game, etc.)?

Please identify by name and title individuals with whom you are frequently in contact during your work week (district Food and Beverage Director, etc.).

Please list by name and distance your major competitors for both lodging and feeding (within a radius of two miles).

<u>Lodging</u>	<u>Miles</u>	<u>Feeding</u>	<u>Miles</u>
----------------	--------------	----------------	--------------

Please rank order in importance (1 = most important) the following functions as part of your job. If more than one are seen as of equal importance, give each the same ranking.

Quality of Food and Beverage Service
 Injuries, Security, Health Standards
 Guest Complaints
 Communication with, and encouragement of, employees
 Strict financial control of the operation
 Knowledge of external matters
 Employment of best staff available
 Problem-solving (adjustments, emergencies, etc.)
 Other (specify)

not been formulated. The idea of comparing perceived behavior with observed behavior of managers was considered important enough to justify more extensive development in the form of a questionnaire, which will shortly be discussed at length.

In the Structured Data form, one of the major changes made from Nailon's form relates to that which constitutes an event or activity. Unlike Nailon, who defined an event (activity) as "the major activity which occurred during a period of five minutes or more" (Nailon, 1968, page 53), this researcher has used Burns' definition of an episode (activity): "an episode was said to end and another begin when either the subject or the person changed" (Nailon, page 26). This was felt to reflect more accurately the large number of communications between an Innkeeper and his staff which were completed in less than five minutes. This definition was used in order to reveal the degree of fragmentation of the work of an operational manager.

The data recording instrument used by Horne and Lupton (1965) was adapted by Nailon (1968) in his study and was further adapted by this researcher to provide the structured information shown in the table on the following pages.

Table 13: Revised Data Recording Instrument

ACTIVITY: describes the actual activity involved in an event

Correspondence In	Reading
Correspondence Out	Writing and Dictation
Reading	Material other than correspondence
Telephone In	Receiving calls
Telephone Out	Making calls
Talking (1)	Conversation/Dialogue with one person
Interviewing	A formal interview for selection, with a potential customer, etc.
Discussion (2+)	A discussion in which two or more other persons are involved
Supervision	Overseeing the work of others
Official entertainments	With potential customers/visitors/etc.
Personal	Private activities not connected with work
Reflection	Non-active thinking about a problem, issue
Production - mental	Analysis, compilation of reports, internal audits, etc.
Production - manual	Aiding in daily operations
Inspection	Verification of work of others, maintenance of standards

FUNCTION: describes the area of operation with which the activity is associated

Restaurant	Kitchen
Banquet/Conference	Front Office (Accommodation)
Housekeeping	Bars
Purchasing	Engineering
Personnel	Accounting
Maintenance	

CONTENT: describes the purpose for which the activity occurred

Technical	primarily concerned with the provision of good and services, e.g. menu planning, inspecting rooms
-----------	---

Marketing	primarily concerned with buying and selling, e.g. placing orders, interviewing representatives, dealing with inquiries for rooms, functions, etc.
Accounting	primarily concerned with control, e.g. stocktaking, costs, head office returns, etc.
Finance	primarily concerned with the use of capital, e.g. activities which increase the capital assets of the unit
Personnel	primarily concerned with recruitment, selection, promotion, discipline, training, etc.
Public Relations	primarily concerned with an (usually non-profit) association to maintain image internally or externally (e.g. news reporters, etc.)

LOCATION: describes where the activity occurred

Office	Front Office
Guest Floors	Other Office
Restaurant	Kitchen
Bars	Lobby
Other	

INTERACTION: describes the person or group with whom the activity is concerned

Corporate head office	Potential Client
Regional head office	Subordinate - food
District head office	- accommodation
Colleague	- staff
Supplier	Other
Customer	

Each Structured Observation Record Form (see page 107) could be used to record fifteen activities. A "typical"

example of an activity might be, "Checked on reservations for the day at the front desk." The coding in this situation would have been:

Activity	discussion
Functional Area	accommodation
Content	technical
Location	front office
Interaction	subordinates (accommodation)

The purpose of this structured observation was to provide the researcher with a rapid means of recording all important aspects of the activity. By itself, the Structured Observational Record was inadequate since it did not provide an explanation of the content of each activity. This need is satisfied by the provision of a Structured Observation Analysis sheet for each activity. For the activity cited above, the analysis sheet would have provided the following information:

Structured Observation Analysis Sheet

Hotel ____ Date ____

Day of Observation ____

Page ____

Activity Number	Purpose of Activity	Explanation
3	Checks on reservations for the day	To ensure adequate supply of cleaned rooms available for rent. To estimate likelihood of overbooking or number of walk-ins who can be accepted

The data provided in this analysis record might be termed "anecdotal data" since it comprises information on specific activities and provides what has been lacking in many previous studies utilizing the structured observation approach - namely, content and characteristics of managerial work (see page 108).

In summary, therefore, it can be stated that for each activity performed by a specific manager, there existed:

- information about the property, the employees, the length of service, and some indication of the work values of the Innkeeper. This gave the researcher an insight to demands, constraints, and choices open to the manager
- detailed information on when and where the activity took place, the people who were involved in the activity, the subject matter of the activity
- an explanation of the purpose of the activity - why it was undertaken and what was to be achieved by its accomplishment. Direct questioning of the manager was sometimes necessary to ascertain "purpose."

Armed with this bank of information concerning each activity, the next critical step became a relatively simple issue of assignment of activities to roles. As had been previously suggested by the student survey of managerial activities, assignment posed no problem of consequence so long as the purpose of the activity was identified. The activity given in the previous example (check on reservations for the day) now remains to be classified according

to Mintzberg's schemata. The manager in this case is concerned with the information provided by the daily room rack of expected arrivals. He is, in effect, monitoring the situation to ensure that no preventive or remedial action is necessary. Had this monitoring activity given cause for alarm (for example, if 15 more arrivals were expected than there were clean rooms available), the manager would most likely have next engaged in a decisional role (disturbance handler, resource allocator).

In this manner, activities were translated into managerial work roles.

Questionnaire and Coding

The research is primarily concerned with observation of managerial behavior and classification of activities into work roles. Review of the literature also revealed, however, that no researcher had previously attempted in the same study to compare observation of managerial behavior with self-perception of behavior by the subjects (managers) included in the study. In terms of work activities, no study has apparently attempted to compare observed time allocated to specific work roles with perceived time given to those work roles. As McCall has noted, "It would be fascinating to know if questionnaire responses in any way coincide with observations" (McCall, 1977).

This comparison was therefore made because of the gap in the theory of managerial work behavior and also because

of the recent appearance of a research instrument which permits this comparison. McCall has developed an 80-item questionnaire which is intended to tap Mintzberg's roles. Although the first version of his questionnaire was under intensive psychometric analysis, and the second version based on an internal analysis of responses from 4,200 managers will not be available for some months, the relevance of the preliminary version to hotel management is evident. Permission was sought to use his Management Work Survey. This was given, and the instrument was adapted to provide a 57-item questionnaire relevant to Innkeepers. This Management Activity Survey is shown in Appendix C. Information on time was sought to provide a comparison with observed time, and information on importance of each item was sought with the intention of making a purely subjective comparison with importance as indicated by managers in the "Explanation" section of the "Structured Observation Analysis Sheet." Since the activity items in the questionnaire are also based on Mintzberg's ten work roles, they can be classified into groups representing each of these roles. From the seventy-eight original items a revision was made to determine the six items for each work role which would most accurately satisfy the following criteria:

1. relevance to work behavior of a hotel manager
2. representativeness of all aspects of a specific Mintzberg role

Six items were then chosen according to these criteria, other than for the role of "negotiator." Only three items existed in the survey which were related to this role. This is in keeping with the lesser importance of this role for managers in a hospitality chain, in which negotiation functions are carried out principally at regional and corporate levels. It should be remembered that Mintzberg had introduced this role as a result of the analysis of the work of Chief Executive Officers. The role of negotiator would, therefore, have greater relevance in his analysis.

The Mintzberg roles and questionnaire items related to each, which have been used in the analysis, are shown below:

Table 14: Management Activity Questionnaire

Interpersonal Roles

Figurehead

1. Participating in public service work.
2. Making yourself available to "outsiders" (such as clients, the public) who want to go to "the man in charge."
3. Attending social functions as a representative of your Inn.
4. Signing documents as a representative of your Inn.
5. Answering letters or inquiries on behalf of your Inn.
6. Being available to answer questions by any guest or employee most days and evenings.

Leader

7. Evaluating the quality of subordinate job performance.
8. Attending to staffing needs in your Inn (such as hiring, firing, promotion, giving salary increases).

9. Using your authority to ensure that your subordinates accomplish important tasks.
10. Encouraging or criticizing subordinates' actions.
11. Delegating as much of daily routine work as possible to subordinates (secretary, department heads).
12. Encouraging and praising employees for work well done.

Liaison

13. Attending social functions which allow you to keep up your contacts.
14. Attending conferences or meetings to maintain your contacts.
15. Joining boards, organizations, clubs, etc., which might provide useful, work-related contacts.
16. Developing new contacts by answering requests for information.
17. Developing personal relationships with people outside your Inn who feed you work or services (e.g., purchasing, suppliers, inspectors, etc.).
18. Developing contacts with important people outside of your Inn.

Informational Roles

Monitor

19. Keeping informed on various events and "gossip of the trade."
20. Keeping up with market changes and trends.
21. Gathering information about trends outside your organization.
22. Gathering information about clients, competitors, associates, etc.
23. Touring the property.
24. Learning about new ideas originating outside of your organization.

Disseminator

25. Keeping employees of your Inn informed of relevant information.
26. Transmitting ideas from your outside contacts to appropriate insiders.
27. Holding meetings to disseminate information to employees of your Inn.
28. Deciding what information responsibilities to delegate to others.

29. Providing guidance to your subordinates on the basis of your understanding of the organization.
30. Forwarding important information to your subordinates.

Spokesman

31. Keeping important people outside of your Inn informed about your unit's activities.
32. Handling "public relations" activities for your own Inn.
33. Presiding at meetings as a representative of your Inn.
34. Serving as an expert to people outside of your Inn.
35. Informing others of your Inn's future plans.
36. Keeping the public informed about your Inn's activities and plans.

Decisional Roles

Entrepreneur

37. Designing projects for organizational improvement.
38. Initiating controlled change in your Inn.
39. Exploiting opportunities to expand or grow as an Inn.
40. Maintaining supervision over changes in your Inn.
41. Solving problems by instituting needed changes in your Inn.
42. Deciding the priorities of internal improvement projects.

Disturbance Handler

43. Responding to unforeseen events.
44. Resolving conflicts between subordinates.
45. Handling employee grievances.
46. Dealing with conflicts between your Inn and other Inns or hotels.
47. Taking immediate action in response to a crisis (e.g., equipment breakdown, sudden scheduling conflicts, an irate client, etc.).
48. Helping department heads resolve emergency problem situations (shortages in manpower or supplies during a busy period, for example).

Resource Allocator

49. Programming work (what is to be done, when and how).
50. Distributing budgeted resources.
51. Making decisions about time parameters for upcoming programs.

- 52. Deciding which programs to provide resources (manpower, materials, dollars) for.
- 53. Allocating manpower to specific jobs or tasks.
- 54. Allocating equipment or materials.

Negotiator

- 55. Writing out contract implementation procedures.
- 56. Negotiating with outside groups for needed materials, support commitments, etc.
- 57. Negotiating contracts.

The coding of each item and managerial rating on the Time and Importance scales are explained in the introduction to the Management Activity Survey (Appendix C).

Total data instrumentation therefore consisted of:

(a) preliminary data obtained in a personal interview with the manager and recorded on the Preliminary Data Form.

(b) structured data obtained by observation and recorded on the Structured Observational Record Form.

(c) anecdotal data obtained by questioning and analysis of observations and recorded on the Structured Observation Analysis Sheet.

(d) managerial perceptions of importance and time devoted to specific work role activities and recorded on a Questionnaire submitted to the manager some eight months after completion of the observational records.

Observational Conditions

Each Innkeeper in the sample group was observed for a period of from three to five consecutive work days during the peak business months (July and August) as work schedules and vacations allowed. The summer months were chosen in an attempt to record natural patterns of work behavior under somewhat stressful conditions. In this way it was felt that there was little likelihood of activities being contrived in order to reflect managers in a favorable light to the researcher. While the original objective was to record five days of activities for each Innkeeper, certain restrictions limited this to three days of actual observations in a number of situations. If, for example, a manager decided to take a day off in the middle of the week or a day was determined to be non-representative (at least half the day devoted to personal or family problems or to a meeting away from the property), this period had to be excluded from the observational record for data purposes. In certain situations, five days on the property resulted in three days of work activity data. For each Innkeeper, therefore, the three most representative work days were incorporated in the data analysis.

During the evening of introduction prior to observed work days, a number of steps were taken to ensure that potential weaknesses of the structured observation approach were minimized. As well as reiterating the points outlined

on page 216 to the managers, it was stressed that length of time at work was irrelevant. If a manager was competent enough to be judged an effective manager, and yet could still afford to take an afternoon off to play golf or visit friends, this reflected favorably on his ability. The number of hours "at the desk" were therefore irrelevant. Given also the security of the knowledge that this was a "blind study" in which they would in no way be identified, it was felt that the observed behavior would have very closely approximated managerial behavior if the researcher had not been present.

In all cases Innkeepers observed were courteous and responsive to all questions posed by the researcher.

Managerial Effectiveness

As previously mentioned (page 7) "the major objective of the study was to determine whether there exists an identifiable pattern of work behavior which is characteristic of a group of hotel managers deemed as effective managers according to corporate managerial ratings." To this point there has been no discussion of corporate determination of managerial effectiveness.

Holiday Inns, Inc., at the time of the field research was either unable or reluctant to reveal the criteria used to determine the rating system by which they judged their managers. Although the validity of executive evaluation is an issue which has considerable bearing on the results of

this study, such determination of validity is beyond the scope of this study. As indicated in chapter 5, however, it would be a potentially fruitful area of research for a subsequent study. Moreover, from informal discussion with corporate executives and operational management prior to and during the study, it was learned that evaluation was based on a combination of generally controllable and non-controllable factors which had not been clearly stipulated at that time. Controllable factors were believed to include:

- control over food and beverage costs
- control over energy, maintenance and other costs
- occupancy levels
- standards of cleanliness and service
- level of guest complaints to head office
(concerning a property)

Non-controllable factors included elements over which the manager had little or no control:

- age of the property
- level of competition (food, beverages, accommodation)
- difficulty or ease in recruitment of quality personnel (due to location)

Since the period when the study was undertaken (summer, 1976) a highly refined evaluation system has been developed. In it managerial performance is measured against planned performance and accomplishment across a broad range of criteria.

The purpose of the study was to identify effective managerial job behavior through examination of what a manager did on the job. To obtain the necessary evaluations of managerial performance, the corporate manager of executive employment and development was approached with a request to provide ratings of the sample managers at the end of the analysis of observed managerial behavior, but based on their performance for the time period under observation. This was essential, since within the year from observation to analysis some of the Innkeepers would be relocated and evaluation of them subsequently based on their performance in the new property. These ratings were provided, and the Innkeepers classified as: highly effective, effective, less effective.

Hypotheses Measurement

It must first be acknowledged that this structured observational study is a descriptive one, examining in detail the work role behavior of a limited sample of hotel managers. One manager's work was examined in the pilot study and eight other Innkeepers were chosen for observation over a succeeding period of six weeks. The eighth Innkeeper to be observed reneged at the last moment after an initial agreement to participate. A number of reasons related to work pressure were cited as the reason for non-participation.

Thus the effective sample consists of seven inn-keepers. This may be compared with Nailon's study of three hotel managers and with Mintzberg's study of five chief executives.

Of all forms of research (laboratory experiments, field experiments, field studies and survey research) field studies are closest to real life. As Kerlinger (1973, page 406) has noted, "field studies are strong in realism, significance, strength of variables, theory orientation and heuristic quality." But, in order to overcome the principal failing of field studies, namely lack of precision in the measurement of field variables, a large volume of data is necessary due to the greater complexity of field situations. This complexity of most field situations poses additional problems of feasibility, cost, sampling and time. In an exploratory or hypothesis testing field study of this sort, precision of measurement and cost and time limitations necessarily result in a limited sample. Sample size is sacrificed for in-depth analysis of a plethora of data and variables. Due to limited sample size, the study does not, therefore, lend itself to statistical testing of hypotheses, the majority of which involve comparisons among the managers in the sample. Hypotheses cannot be supported or refuted with any degree of statistical certainty. However, the attempt has been made to overcome the potential problem of lack of precision. The structured observation method

utilized provides a relatively precise method of classifying the data for the purpose of comparison. Statements of comparison among managers can be made, using time, activities and roles as a basis for comparison.

The sub-hypotheses are first examined in turn.

H₁: all Innkeepers in the study perceive their leadership role to be more important than any other work role

Constantly aware of difficulties in recruitment, motivation and retention of good employees, it might be expected that managers would perceive their interpersonal relationship with their subordinates as a primary responsibility. Managerial responses to the questions relating to each role category were used to measure this hypothesis (see pages 198-207). The ranking of each leadership activity on the "Importance" scale enabled an average ranking of importance for the leadership role to be determined for each manager. The average ranking of importance for each other role category was determined in the same manner, and the hypothesis tentatively supported or rejected by comparison between the perceived importance of the leadership role and the perceived importance of the other roles.

H₂: only the Innkeepers judged to be highly effective spend proportionately more time in their leadership role than they do in any other work role

An agreement was reached between the researcher and Holiday Inns, Inc., that the company would classify the managers in the sample as highly effective, effective, and less effective. Holiday Inns was reluctant to rank the managers on a five-point scale, but three levels of effectiveness were considered to be adequate, since the hypotheses comparing Innkeepers is principally concerned with those judged as highly effective and those judged as less effective.

This hypothesis was measured by totalling the actual observed time devoted to leadership activities for each manager, assessing the percentage of total time devoted to leadership activities for each, and finally comparing each manager on the basis of their judged level of effectiveness and proportion of time devoted to the leadership role.

Although not necessary to validate or refute the hypothesis, an additional step of importance was taken at this stage. The actual proportion of time devoted to leadership roles for each manager was compared with each manager's perception of time devoted to leadership activities and time devoted to other role classifications. It might be expected that all Innkeepers would like to believe that they place a high time priority on leadership, when, in fact, "only the Innkeepers judged to be highly effective spend proportionately more time in their leadership role than they do in any other work role."

H₃: highly effective Innkeepers are more accurate in their own perceptions of time allocations to specific work roles than are less effective managers

This hypothesis involves a comparison between observed behavior and self-recorded behavior and was "tested" by contrasting only those Innkeepers judged highly effective and those judged less effective.

Perceived time allocations for each role were determined from questionnaire responses. For each highly effective manager the roles were then ranked according to the average scaled time devoted to each role. In order to identify actual time allocations, the percentage of time devoted to each role was determined from time spent on specific role-related activities during the period of observation. For each highly effective manager the roles were then ranked according to the percentage of time devoted to each. Perceived and actual time allocations for each role was therefore ranked for the highly effective managers.

The same steps were next undertaken for the less effective managers, setting up four scales as shown on the following page.

The difference between the two rankings for the effective managers were determined and the mean difference determined. The same was done for the two rankings of the less effective managers. The mean differences were compared

<u>Highly effective managers</u>		<u>Less effective managers</u>	
Ranking of perceived time alloca- tions to roles in descending order	Ranking of actual time allocations to roles in descending order	Ranking of perceived time alloca- tions to roles in descending order	Ranking of actual time allocations to roles in descending order
X1	X2	Y1	Y2

and the hypothesis tentatively accepted if the mean difference was smaller for the more effective managers than for the less effective managers.

Given the number of managers in the sample, it was not considered advisable to compute the rank order coefficient of correlation between the rankings or the deviation between the means.

H₄: Innkeepers judged to be least effective spend proportionately more time in their disturbance handler role than do Innkeepers judged to be highly effective

This hypothesis was measured by identifying the total time devoted to disturbance handling activities for each observed Innkeeper and estimating the percentage of total time devoted to this specific role. The comparison was then made between the highly effective and less effective managers.

H₅: highly effective Innkeepers devote more time, on average, to each activity performed than do less effective managers

In order to measure this hypothesis it was necessary, during the structured observation data recording, to distinguish between time devoted to work activities and unidentified time between activities. This unidentified time represented "wasted time" in which no activities were performed, and such time should therefore be excluded from the work activity time. In this way, one might expect that managers judged to be highly effective were able to either avoid periods of "wasted time" between activities or to complete specific tasks with relatively little interruption. In either case, the average time devoted to specific activities might be expected to be longer than would be the case for those Innkeepers judged to be less effective.

The hypothesis was measured by totalling the time devoted to work activities and dividing this by the actual number of activities performed. This was undertaken for each effective Innkeeper and each less effective one, and the comparison was made between the two groups.

H₆: there is no relationship between total time at work and the judged effectiveness of the Innkeepers in the sample

The three most representative business days were selected as total worked time for each Innkeeper. Total

worked time included time considered as "wasted" (see previous hypothesis) but excluded time taken for lunch and personal time away from the property or with family in the manager's apartment. All other time was considered as time in which business activities could be performed. The Innkeepers were ranked according to time at work and according to judged levels of effectiveness, and attention was again given primarily to a comparison between highly effective and less effective Innkeepers.

A review of the major findings of the sub-hypotheses was then made by the researcher in order to determine if an examination of the work activities performed by a group of Innkeepers did in fact reveal that certain patterns of work role behavior were found to be common to those managers judged to be highly effective.

Analysis of the data presented in chapter 4 treats each of the hypotheses in turn, discusses the general hypothesis at length, and reviews the limitations upon conclusions to be drawn from the set of hypotheses. Additional findings arising from analysis of the data, and not foreseen in the hypotheses presented, are also discussed.

CHAPTER 4

ANALYSIS OF RESULTS

Introduction

The study provided information concerning managerial time allocation to specific work activities. These activities were grouped into the ten work roles empirically derived by Mintzberg from his observations of chief executives. The study also yielded information concerning managers' perceptions of the importance of specific work activities and their perceptions of the time devoted to such activities.

Although the study principally focussed upon work activities and roles which relate to judged levels of effectiveness, subjective information on behavioral style of the managers is presented where necessary to provide a more complete understanding of each Innkeeper's roles as a manager.

The chapter initially discusses "Structured Observation in Action," providing the analytical issues involved in recording and classifying managerial work behavior. This will be done with reference to one of the managers included in the study. He is identified as Manager 5. The hypotheses presented in chapter 3 are next discussed and tested. Any key findings not accounted for in the hypotheses

are presented at this stage. Finally, limitations restricting the measurement and potentially influencing the outcomes are identified.

Structured Observation in Action

In chapter 3 the research methodology utilizing structured observation records and analysis was presented. In order to show the complete sequence of events involved in the recording process, one of the properties in the sample has been selected for detailed examination. Each individual activity during the three-day observational period in this property (5) has been recorded and the purpose of each activity has been explained. This is shown in its entirety in Appendix A. The first 15 activities performed by manager 5 for the first day of observation are replicated at this stage in order to clarify the various steps taken in the analytical process.

Time

When each day's activities had been recorded (for the first part of day one see page 107) and the explanation provided (page 108), the activities were assigned to the major role classification as shown in table 17 on page 109. Two issues became apparent immediately. First, not every minute spent at work could be classified as part of a work activity. For example, at the completion of a task, an innkeeper might reflect on whether he should take lunch at

HOTEL 5 DATE August 9, 1976 DAY OF OBSERVATION Cne PAGE Cne

HOTEL 5 DATE August 9, 1976 DAY OF OBSERVATION Cne PAGE Cne

ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	9:31	9:35	9:38	9:44	9:55	10:00	10:10	10:12	10:15	10:20	10:25	10:40	10:55	10:45	10:57
Finish Time	9:34	9:37	9:43	9:57	10:02	10:08	10:11	10:21	10:30	10:33	10:43	10:47	10:52	10:54	
ACTIVITY															
Corres. In															
Corres. Out															
Reading												X			
Tel. In															
Tel. Out			X			X	X			X	X			X	X
Talking (1)	X	X		X	X										
Interviewing															
Discussion (2-)								X	X				X		
Supervision															
Entertainment															
Personal															
Prod. - ment.															
Prod. - Man.															
Inspection															
FUNCTION															
Restaurant					X										
Kitchen								X	X				X		
Band./Cont.															
Accommod.											X	X			
Housekeeping															
Bars															
Purchasing			X			X	X								
Engineering															
Personnel	X														
Accounting			X										X		
Maintenance															
Other															
CONTENT															
Technical		X				X	X	X	X	X			X	X	X
Marketing															
Accounting			X												
Finance															
Personnel	X										X	X			
Pub. Rel.				X	X										
LOCATION															
Office	X	X	X	X	X	X	X			X	X	X	X	X	X
Front Office															
Guest Floors															
Restaurant															
Kitchen								X	X						
Bars															
Other															
INTERACTION															
Corp. H. O.												X			
Reg. H. O.															
Disc. H. O.			X												
Colleague				X		X									
Supplier							X			X				X	X
Cust.															
Poten. Cust.															
Subord./Food	X							X	X				X		
Subord./Accom.		X									X				
Subord./Staff					X										
Other															

Table 16

STRUCTURED OBSERVATION ANALYSIS SHEET
HOTEL 5 DATE Aug. 9, 1976 DAY OF OBSERVATION One PAGE One

<u>Act. No.</u>	<u>Explanation and Purpose of Activity</u>
1	Innkeeper gives information and notes to F & Bev Director to read prior to latter's exit interview with district director. Does not want F & Bev director to be caught "cold" in interview.
2	Assigns duties to maintenance engineer. Concerns phone installations in dining room and manager's personal phone to improve service and communications.
3	Call to district food and bev director to correct weekly financial statement submitted. Percentages given instead of dollar amounts.
4	Completion of preliminary data form for researcher.
5	Secretary requested to respond to customer dissatisfaction. No charge to be made to customer.
6	Call to Innkeeper in Holiday Inn in neighboring town requesting loan of various supplies, after secretary informs of shortages. To be put on linen delivery truck.
7	Calling local supplier to replenish supplies.
8	Reviewed painting done in kitchen by F & Bev director over weekend. Informed of difficulties and improvements made.
9	Discussion with F & Bev director on mistaken ordering of 50 gallon drum of cleaning fluid. Should have been one gallon. Greatly exceeds budget. Decision made to keep 50 gallon drum.
10	Call to IBM about order of Holidex paper supplies (supplier not reached).
11	Call to F. O. Cashier to ensure that outstanding guest bills over \$50 be paid in cash. Ascertains that cashier knows to do this on a regular basis.
12	Reviewing and signing reports to be sent to corporate head office (Memphis).
13	Discussion with F & Bev director on need for new Coke machine. Ideas on advantages on pre and post mix systems. Old machine cannot be replaced (outdated model - 15 yrs old).
14	Further attempt to call IBM supplier of Holidex paper (supplier not reached).
15	Call returned from IBM. Order placed.

Table 17: Assignment of Activities to Role Classification
Property 5 - Day 1

<u>Activity</u>	<u>Day 1</u>	<u>Time</u>
1	Leader/Disseminator	5
2	Entrepreneur	3
3	Disseminator	6
4	Spokesman	14
5	Figurehead	5
6	Liaison	6
7	Liaison	2
8	Monitor	10
9	Resource Allocator	13
10	Resource Allocator	3
11	Leader	3
12	Spokesman	2
13	Entrepreneur	3
14	Resource Allocator	5
15	Resource Allocator	3

Note that only the first 15 activities of the day are recorded here.

Table 18: Total Time Assignments to Role ClassificationsProperty 5 - Day 1Interpersonal

Figurehead	5
Leader	41
Liaison	8

Informational

Monitor	119
Disseminator	41
Spokesman	27

Decisional

Entrepreneur	17
Disturbance Handler	3
Resource Allocator	29
Negotiator	--

<u>Total Worked Time</u>	290 min's
--------------------------	-----------

Personal Time	50
Unaccounted time	7

Note that all activities for the day are included in these totals.

that time or not; or, in the course of a discussion with his food and beverage manager, he might raise a point concerning a program on television the previous evening. In this way, such unaccounted time could be included under the activity which transpired at that approximate time; or it could be isolated as unaccounted time if it was identifiable from related work activities. The decision was made, whenever possible, to identify these "unaccounted" time periods. In the case of the innkeeper in property 5, this "unaccounted time" totalled eleven minutes over the three-day period.

Second, and of considerably greater consequence due to its impact on the results, is the issue of personal time. All innkeepers lived on the property; six out of the seven were married; and four of those six had children. This meant that interruption of the innkeeper at work by his wife and children was not uncommon. In addition, the innkeepers frequently excused themselves on personal matters (taking children to school, the dog to the veterinarian, etc.), sometimes for as long as two hours at a time. This did not affect work time, so long as no work-related activities were performed, although on a few occasions innkeepers excused themselves on "personal time" and were subsequently found to be helping to register guests or discoursing with an employee, without having notified the researcher of a return to work activities. Although this did not happen regularly and tended to reflect the style of only one or two innkeepers in the sample, the potential to influence ranking of time

spent on specific roles is considerable. This is especially so when there are ten potential work roles and only three days of data, resulting in small total time allocations to certain roles.

An additional time-related factor worthy of comment is that concerning managerial work after the day's routine activities had been performed. Occasionally an innkeeper would become involved in certain tasks in the late evening. These were tasks which he had not intended to undertake and therefore had not notified the researcher of their performance. Such times were isolated and generally of short duration.

The sum consequence of such time related factors is difficult to determine. Unaccounted time and personal time have been recorded as accurately as possible and the rare evening activities have not been included in the analysis. Managers could have been asked to make estimates of time spent or activities performed, but it was believed that such activities based on recall would result in as great a distortion as if the few activities were ignored in the first place. Such activities were, therefore, excluded from the analysis.

Activities

The activities performed by the sample of innkeepers could generally be classified into the ten roles originally

formulated by Mintzberg. It should be remembered, however, that although Mintzberg expressed the belief that the work of all managers could be classified according to these roles, this did not mean that managerial work had to be represented by all ten roles. It would seem reasonable to assume that the chief executive officer of a large organization fulfilled certain roles by the nature of his position which would not be required of a line or operating manager (innkeeper) a number of hierarchical levels removed from that of chief executive officer. In this way, the role of negotiator as defined by Mintzberg has been found to be an insignificant part of an innkeeper's work role requirements. This will be dealt with more fully at a later stage in the chapter.

Classification of activities into roles did not pose any major difficulties. From time to time an activity was recorded which defied conclusive classification. This was normally found to be in circumstances related to desk activities. While certain researchers in the past have grouped unidentifiable desk activities under the heading of desk work, it was felt necessary to attempt to break desk activities into the appropriate roles whenever possible due to the large portion of time spent at the desk. Since the desk activities generally involved scanning, completion and signing of reports and documents for district head office and corporate head office in Memphis, the decision was made to assign the following activities to the role indicated:

Table 19: Assignment of Desk Activities to Management Roles

<u>Activity</u>	<u>Role</u>
Reviewing reports completed by others (department heads)	Monitor
Reading incoming circulars, reports from head office, district, etc.	Monitor
Completing forms and reports to be sent to others	Disseminator
Signing forms and reports completed by others	Spokesman

Activities other than desk-related activities also occasionally posed an assignment problem. An example of this is shown on page 107 which deals with the first day of observation of innkeeper 5. The first activity of the day is described and classified on page 109 as Leader/Disseminator. In this situation the innkeeper is acting in his role as Leader (staffing responsibilities), yet he also places considerable emphasis on the informational content of his communication with the food and beverage manager. In circumstances like this, where an innkeeper appears to be performing two roles yet only one identifiable activity, the time has been divided and assigned equally between the two pertinent work roles. This allocation of activity time to two or more roles took place in approximately 10 percent of the total activities recorded.

Once the activities were assigned to specific roles on a daily basis, total time allocations were determined

and the time devoted to each role calculated as a percentage of total worked time. This is shown in Appendix A, page 190, for innkeeper 5.

These Total Time Assignments to Role Classifications for each property (see Appendix B, pages 191-197 along with the information gathered from the responses to the Management Activity Surveys (Appendix C) next permit us to examine each of the hypotheses in turn.

Discussion and Testing of Hypotheses

The sub-hypotheses are first examined.

H₁: all Innkeepers in the study perceive their leadership role to be more important than any other work role

As indicated previously it might be expected that lodging managers would perceive their leadership role as an area of primary responsibility. This is particularly so since Mintzberg describes the leader (role) as "responsible for the motivation and activation of subordinates; responsible for staffing, training and associated duties" (1963, page 92). These areas of responsibility are heavily emphasized by most large hospitality chains and Holiday Inns, Inc., is no exception. All operational managers are required to undergo full-time training at Holiday Inn University for a period of time prior to assuming a management position in a company-owned unit. In addition to the

management training courses conducted at the university, there are "management seminars that are conducted in the field throughout the year, as well as the requirement that every food and beverage director and innkeeper attend a 3-day refresher seminar at the Holiday Inn university annually" (Ashman, 1977, page 27). A number of the courses are focussed particularly upon those areas of staff guidance, motivation and training. In addition, company-owned Holiday Inns have a clearly structured chain of command in which the innkeeper is highly visible as an operating manager, performing managerial functions on a regular daily basis as he constantly interacts with his staff and employees. This high level of interaction is largely due to the nature of the size of most company properties (175-225 rooms).

Again, therefore, it would seem reasonable to assume that "all innkeepers in the study perceive their leadership role to be more important than any other work role" in the Mintzberg role classification.

This hypothesis was tested by use of the "Management Activity Questionnaire" discussed in Chapter 3 (pages 90-93) see also Appendix C for the complete Management Activity Survey form).

The responses to this questionnaire are tabulated on the following page. The table shows the average

"importance" score given by each innkeeper to the six activities related to each work role.

Table 20: Perceived Importance of Leadership Work Role

(0 = of little or no importance)
(6 = critical or extremely important)

<u>Innkeeper</u>	<u>Properties</u>						
	1	2	3	4	5	6	7
<hr/>							
<u>Role</u>							
<u>Interpersonal</u>							
Figurehead	4.83	3.50	6.00	4.00	4.17	4.83	3.83
Leader	5.33	5.33	6.00	4.83	5.00	5.67	5.17
Liaison	3.83	2.83	5.83	4.17	4.50	2.83	4.50
<u>Informational</u>							
Monitor	5.00	4.83	6.00	4.17	4.33	4.50	4.50
Disseminator	4.50	4.17	6.00	4.50	5.00	5.17	5.33
Spokesman	3.33	3.33	5.83	3.83	3.00	4.17	4.33
<u>Decisional</u>							
Entrepreneur	5.00	4.33	6.00	4.50	5.00	5.50	5.33
Disturbance Handler	4.17	4.33	6.00	4.50	5.00	4.33	5.33
Resource Allocator	4.17	4.00	6.00	4.00	4.83	5.00	4.67
Negotiator	3.00	4.67	6.00	3.00	4.33	3.67	4.33

Average ranking for each role-related group of activities, based on responses to questionnaire items.

Questionnaire responses from innkeepers 1 and 3 were not immediately returned. In the case of the innkeeper at property 1, he had been transferred to a property out of state and had not received the questionnaire. Innkeeper 3 did not respond to the questionnaire, and it had since been misplaced. Second copies of the questionnaire were sent out to both, and the responses from the innkeeper at property 3 indicated virtually all items had been given a maximum score in importance and time devoted to the activity. The responses from this innkeeper may therefore be, at best, questionable and, at worst, invalid for purposes of analysis.

In our six usable completed questionnaires, four of the respondents indicated that leadership was more important than each other role delineated and a fifth respondent indicated that leadership was at least as important as three other identified roles. Although tests of significance are not particularly appropriate because of the small sample size, the extent to which average leadership score exceeds all other role scores for three of the respondents would seem to indicate a strong managerial identification with a need to provide effective leadership through related work activities. In addition, in the only situation (property 7) where leader role was ranked lower in perceived importance than three other work roles, this was due solely to a low

"importance" score given to item number 11, which stated:
"Delegating as much of daily routine work as possible to subordinates (secretary, department heads)."

It is at this stage that in-depth observation of an individual through structured observation can help reveal the reasoning behind a response to an objective statement in a questionnaire. While it is dangerous to impute motivation behind a response, in this specific situation the innkeeper consistently made a strong point of ensuring that no employee should think in terms of a defined set of duties and responsibilities which constituted his or her job. The philosophy held by the Innkeeper, which was encouraged among all employees, was that each employee should do whatever was needed to be done rather than completing one's own tasks and sitting back complacently while others worked. Thus the idea of delegation of tasks, although an integral part of leadership, was antithetical to the managerial style of this particular innkeeper. This, doubtless, partly contributed to the low scoring given to this particular item. Had the score given been the same as to other leader role-activities, the leader role would also have been the highest ranked role for this innkeeper. Finally, it is worth noting the roles ranked immediately behind leadership in importance. In the table on the next page it can be seen that, when the four highest ranked roles are identified, all innkeepers have included both the leader and entrepreneur roles among

their four most important. This appeared surprising to the researcher who had believed that the opportunity for substantial entrepreneurial initiative did not exist at this level in the organization due to strict corporate controls over costs, pricing and marketing elements. However, the scores do not indicate that the entrepreneurial role was important, only that it was perceived to be important by management. The opportunity to undertake entrepreneurial activities might therefore be said to appear to exist in the managerial work environment.

Table 21: Ranked Perceived Importance of Work Roles

Inn-keeper	1	2	<u>Rank</u>	3	4
1	Leader	Entrepreneur	Monitor	Figurehead	
2	Leader	Monitor	Negotiator	Entrepreneur	
3	--	--	--	--	
4	Leader	Disseminator	Entrepreneur	Disturbance Handler	
5	Leader	Disseminator	Entrepreneur	Disturbance Handler	
6	Leader	Entrepreneur	Disseminator	Resource Allocator	
7	Entrepreneur	Disseminator	Disturbance Handler	Leader	

H₂: only the Innkeepers judged to be highly effective spend proportionately more time in their leadership role than they do in any other work role

In contrast to managerial perceptions of importance, it might be expected that if leadership qualities are important in distinguishing highly effective management from less effective management, the leader role would receive greater proportional attention by those more effective innkeepers. Given the highly interactive nature of leadership, the hypothesis would seem to find support in the literature. There is a strong indication of high levels of oral interaction in motivating, staffing, activating, and training at the operational level. Dubin and Spray (1964), Mintzberg (1973), Brewer and Tomlinson (1963-1964), Burns (1954) and Dubin (1962) all indicate that formal leaders spend a high percentage of time talking.

It might be deduced, therefore, that proportionately greater time is given over to leadership activities by highly effective innkeepers.

This hypothesis is refuted by the data. During the observational period, no innkeeper devoted proportionately more time to the leader role than to each of the other work roles. Indeed, both innkeepers judged to be less effective spent proportionately more time, and more time in absolute terms (minutes), in the leader role than did either of the innkeepers judged to be highly effective.

The data initially suggest an inverse relationship between ranked effectiveness and proportional time allocation to leader role, the two highly effective innkeepers being among the three who devote the lowest proportion of time to this role. This is particularly the case with regard to innkeeper 1 who espoused a philosophy of leadership in complete contrast to all other innkeepers in the sample. For this individual, leadership involved spending considerable time and effort in recruiting the best possible employee for a key position, delegating authority and responsibility to that individual for satisfactory performance of his duties. Little communication then took place between the innkeeper and the employee, the employee being allowed to carry out his (her) job without interference, encouragement or praise from the innkeeper. In the words of the innkeeper, "I expect the employees to do a good job and use their initiative without bringing me their personal problems. If they can't do that, they will be replaced." This somewhat autocratic leadership style is therefore reflected in the low percentage of time devoted to the role and also in the low percentage of time given to his role as disturbance handler.

The second innkeeper considered to be highly effective (2) employed a leader style in complete contrast to the previous innkeeper. Although the proportion of time

again devoted to leadership-related activities is comparatively small, his total involvement with his employees is considerable. This is partly reflected in a greater involvement in the disseminator role and the disturbance handling role. However, the considerably greater involvement with employees in this case is reflected, not in proportional time devoted to roles, but rather in absolute time expressed in number of minutes devoted to each role. It can be seen from Appendix B, pages 191-192, that innkeeper 2 spent 39 percent more time at work over the three-day period than did the other highly effective innkeeper 1. Thus we are faced with the situation of two innkeepers judged to be highly effective who place proportionately little emphasis on leader role and yet who have, at the same time, highly contrasting leader styles.

On the other hand, the overall results for the seven do not appear to indicate an inverse relationship between judged effectiveness and either proportional or absolute time devoted to leadership-related activities, and absolute time as well as proportional time given over to the leader role. Neither of the less effective innkeepers place highest in absolute or proportional time allocation to this role, although one innkeeper judged as less effective placed second in absolute and proportional time given over to this role.

Table 22: Time Allocations to Leadership Role

<u>Innkeeper</u>	<u>Judged Effectiveness</u>	<u>Minutes</u>	<u>Percentage of total working time</u>
1	Highly Effective	22	2.6
2	Highly Effective	107	9.4
3	Effective	58	5.2
4	Effective	126	11.6
5	Effective	221	22.5
6	Less Effective	109	12.2
7	Less Effective	185	21.8

Relationship Between Judged Level of Effectiveness
and Role of Entrepreneur

What is perhaps most significant according to the data is the relationship between judged level of effectiveness and absolute and proportional time allocated to the "entrepreneur" role rather than the "leader" role.

A table similar to that above with the substitution of "entrepreneur" times for "leader" times will clearly demonstrate the significance of this relationship.

The two most "effective" innkeepers place highest in both absolute and proportional time, whereas the two "less effective" innkeepers place lowest in both absolute and proportional time. These results related to the role of entrepreneur were unexpected and unsought. They were unexpected as indicated by the previous statement concerning

the perhaps false presumption that innkeepers had little opportunity to exercise skills in entrepreneurial initiative. Not only has this been refuted in the data related to perceived importance of the role by innkeepers (page 120 but the tentative conclusion is that a relationship exists between managers who are judged to be highly effective and those who allocate a substantial portion of their time to entrepreneurial activities.

Table 23: Time Allocations to Entrepreneurial Role

<u>Innkeeper</u>	<u>Judged Effectiveness</u>	<u>Minutes</u>	<u>Percentage of total worked time</u>
1	Highly Effective	140	17.1
2	Highly Effective	112	9.8
3	Effective	56	5.0
4	Effective	46	4.3
5	Effective	70	7.1
6	Less Effective	37	4.2
7	Less Effective	15	1.8

The conclusion must remain tentative however until an examination of the entrepreneurial activities performed by those more effective innkeepers shows their activities to be either a part of their managerial style or else responding activities which the managers had to undertake as a result of external pressures or exceptional circumstances.

If the entrepreneurial activities are typified by initiative taken routinely by those innkeepers, it might be more substantial evidence that there is, in fact, a relationship between highly effective innkeepers and entrepreneurial activities undertaken.

Scrutiny of the raw data revealed the following situations:

Innkeeper 1, whose leadership style resulted in limited communication with employees, now had more uninterrupted time available to look beyond routine daily activities. Instead of generally responding to telephone calls, he frequently initiated calls relating to (a) improvements to be made to the property; (b) new ideas which he wished to recommend at the district level; (c) contacts who could provide information or opportunities to expand business potential. Entrepreneurial initiative did in fact appear to be part of his normal managerial style.

Innkeeper 2, whose leadership style was in contrast to innkeeper 1, also exhibited a contrasting entrepreneurial style. Innkeeper at his property for less than a year, 2 was intent principally in making internal improvements, initiating systems to facilitate work flow and simplify accounting procedures. Less concerned with marketing aspects than 1, 2's entrepreneurial efforts were still part of his managerial style rather than isolated entrepreneurial activities which might have been atypical of his behavior.

It can perhaps be stated, therefore, that for this limited sample, entrepreneurial activities are perceived as being related to highly effective management.

H₃: highly effective Innkeepers are more accurate in their own perceptions of time allocations to specific work roles than are less effective managers

The issue of time management is introduced as a hypothesis since managerial effectiveness implies competency in the use of resources at the manager's disposal. Since time must be considered an important managerial resource, the ability to understand how one is using time is likely to precede a competency in the use of time. Most consultants in the area of time management commence their lectures by having executives develop a time log in order to analyze their present (mis)use of time. Time management has been built into a number of other hypotheses through inclusion of the word "proportional." It has been considered more important to identify time devoted to specific roles on a proportional basis in relation to other roles than to identify absolute time devoted to specific roles. In this hypothesis, however, the attempt has been to examine directly perceptions of time use and judged effectiveness of the innkeepers.

The responses to the six questions related to each role were averaged according to perceived time allocation

to work roles. As in the case of "importance," Innkeeper 3 responded with a maximum score in practically every situation and this Innkeeper's responses are therefore given lesser consideration in the analysis. The average scores for perceived time allocations to work roles are shown in Table 24.

While it is interesting to note that four out of the six "valid" respondents state that they spend more time on the leader role, and that the two "highly effective" innkeepers state that they spend relatively little time on their role as entrepreneur (in contrast to the actual situation discussed previously), our objective was to measure actual against perceived time allocations to each role. This was done in order to determine if there was any relationship between judged effectiveness and degree of disparity between perceived and actual time allocations for each innkeeper. The actual time allocations to work roles are shown in Table 25.

For each innkeeper it was then possible to rank the roles from one to ten from highest perceived time to lowest perceived time and from highest actual time to lowest actual time. This is laid out in Table 26 for all innkeepers.

Differences between perceived and actual rankings for each role were determined simply by subtracting the smaller number from the larger. When differences were totalled for each innkeeper there was found to be no

Table 24: Perceived Time Allocation to Work RolesAverage Ranked Scores

(based on responses to questionnaire items)

Roles	1	2	3	<u>Innkeeper</u> 4	5	6	7
<u>Interpersonal</u>							
Figurehead	1.50	2.83	5.33	3.67	2.33	3.33	3.83
Leader	2.33	3.50	6.00	3.00	3.17	3.50	3.67
Liaison	1.33	2.00	5.67	3.50	2.17	2.00	3.00
<u>Informational</u>							
Monitor	1.33	3.00	6.00	3.17	2.83	2.33	2.40
Disseminator	1.50	2.67	6.00	3.50	2.50	3.33	3.33
Spokesman	0.67	2.00	5.33	2.67	1.83	1.83	2.83
<u>Decisional</u>							
Entrepreneur	1.00	3.33	5.83	3.50	3.50	2.33	4.17
Disturbance Handler	1.50	2.17	5.50	2.83	2.50	2.00	4.50
Resource Allocator	1.33	3.00	6.00	3.67	2.67	2.67	3.17
Negotiator	1.00	1.33	3.67	1.33	1.67	2.00	2.33

Table 25: Total Time Assignments to Role Classifications

All Properties

(expressed as a percentage of total worked time)

[illegible]

Table 26

RANKED TIME ALLOCATIONS TO WORK ROLES: ACTUAL AND PERCEIVED

	Property 1		Property 2		Property 3		Property 4		Property 5		Property 6		Property 7								
	Act	Per	Diff	Act	Per	Diff	Act	Per	Diff	Act	Per	Diff	Act	Per	Diff						
<u>Interpersonal</u>																					
Figurehead	5	3	2	2	5	3	6	8	2	5	1	4	4	7	3	3	0				
Leader	8	1	7	5	1	4	8	4	4	2	2	0	3	1	2	2	4				
Teamworker	6	6	0	7	8	1	4	6	2	6	4	2	6	7	1	6	7				
<u>Informational</u>																					
Monitor	1	5	4	1	3	2	1	1	0	1	6	5	1	3	2	1	5	8			
Disseminator	4	2	2	3	6	3	3	2	0	2	3	1	7	6	1	5	3	0			
Spokesman	2	10	8	6	9	3	5	9	4	3	9	6	5	9	4	2	10	4			
<u>Decisional</u>																					
Entrepreneur	3	8	5	4	2	2	9	5	4	7	5	2	6	1	5	7	6	1	9	2	7
Disturbance Handler	9	4	5	9	7	2	3	7	4	8	8	0	3	5	2	9	8	1	10	1	9
Resource Allocator	7	7	0	8	4	4	7	3	4	9	2	7	8	4	4	8	4	4	7	6	1
Negotiator	10	9	1	10	10	0	10	10	0	10	10	0	10	10	0	10	9	1	8	10	2
Total difference between ranked and actual perceived time allocations			34			24			24			30			22			26			34
Mean difference			3.4			2.4			2.4			3.0			2.2			2.6			3.4

identifiable relationship between judged high level of effectiveness and low disparity between perceived and actual time allocations. In effect, the differences between perceived and actual time ranking were almost exactly the same for the two less effective innkeepers as they were for the two more effective ones.

Differences

Highly Effective	Innkeeper 1 : 34	Innkeeper 2 : 24
Less Effective	Innkeeper 6 : 26	Innkeeper 7 : 34

It appears that the hypothesis should be rejected.

Other Roles

An additional factor related to perceived and actual time allocations to specific roles should be mentioned at this point. Although there is no apparent relationship between effectiveness and ability to correctly judge time allotted to specific roles, there does appear to be some considerable ability by innkeepers in the sample to closely estimate time devoted to other roles. As can be seen in Table 27 managers know approximately the time devoted to liaison, disseminator, and negotiator roles. This was to be expected in the case of negotiator, which role was previously mentioned (page 113) as being of limited relevance to operational managers (innkeepers) in this situation. Since each district had an advisory staff which was responsible

for union and labor negotiations, this removed much of the innkeeper's managerial role as negotiator.

Table 27: Total Difference Between Ranked Actual
and Perceived Time Allocations - All Properties

<u>Roles</u>	<u>Differences</u>
<u>Interpersonal</u>	
Figurehead	19
Leader	22
Liaison	8
<u>Informational</u>	
Monitor	25
Disseminator	9
Spokesman	37
<u>Decisional</u>	
Entrepreneur	26
Disturbance Handler	23
Resource Allocator	24
Negotiator	4

It was not expected that each innkeeper gauge the liaison and disseminator roles as closely as was done, although this might be explained by the fact that both disseminator and liaison roles consist of fairly identifiable activities in contrast to most of the other roles. Liaison activities, for example, consisted

principally of contacts with other innkeepers in the district, suppliers, and business associates. Many of the innkeepers were affiliated with Rotary Clubs, Lions, and similar organizations. Thus they were possibly able to recall liaison activities and make a fairly close estimate of time devoted to this role category. The disseminator role is somewhat less tangible although it frequently involved such activities as filling out reports, giving suggestions to employees, passing on relevant business articles and news items to department heads.

All managers, therefore, appear to be able to judge time spent on certain roles fairly well; but whether there is any advantage in being able to make an accurate assessment of time spent on all work roles seems questionable, given the sample results that there is little distinction between highly effective and less effective managers when it comes to estimating accurately work role time allocation.

H₄: Innkeepers judged to be least effective spend proportionately more time in their disturbance handler role than do Innkeepers judged to be highly effective

It was expected that a distinction between reactive and proactive management could be revealed as a result of testing this hypothesis. Reactive management in this case would be identified by the proportion of time devoted to the disturbance handler role. In a service industry such as

"hospitality" it is particularly easy to postpone long-term decisions in the face of short-term crises. For example, maintenance and repairs may receive lesser attention in times of peak season business, resulting in breakdowns and emergency situations unless management acts in advance to ensure that such crises and reactive situations are kept to a minimum.

A cursory glance at absolute and proportional times devoted to the role of disturbance handler (Appendix B) is enough to indicate that there is neither a positive nor inverse relationship between judged effectiveness and such allocated time. This is especially so since both innkeepers judged to be highly effective and one of the two judged less effective have lowest absolute and proportional times given to this role.

As a result of the structured observation of those seven innkeepers and properties, it was intuitively felt that certain non-managerial factors were related to a need to perform a major role as disturbance handler. It was only in properties 5 and 3 that the manager devoted 12 percent or more of total time to this basically responding role. In no other case did it take up more than 5 percent of the innkeeper's time. Close scrutiny of the subjective data related to each property revealed a close relationship between time spent in disturbance handling and two other factors. These are: (a) age of the property and (b)

difficulty of recruiting and training competent employees in that particular location.

In other words, it is felt that the inability to make the sample a truly homogeneous one is revealed in the data relating to this hypothesis. Properties 5 and 3 are two of the oldest properties owned by the company, and they are also located in areas having highly fluctuating levels of unemployment. In those areas, full-time employment in the Inns tends to be seen as a poor second choice to the much higher paying industrial jobs in the surrounding economic community. When demand for labor increases in those industrial plants, many of the Inn's employees do not hesitate to return to the higher paying hourly jobs in industry.

Extending the thesis to other properties in the sample, the relationship between time spent as disturbance handler and property age and personnel selection difficulties seems generally to hold. In the newest property in the sample (6) which is located in a more affluent community than any other property in the sample, the disturbance handling function is below 1 percent of work time. This may be partly due to the number of competent, intelligent, middle-aged women in the property who are either widowed or else find a job outside the home which provides a needed form of stimulus or communication with the outside world. The sole exception to this contended relationship is property 1. The property ranks in the middle of the sample according to

age and difficulty in personnel selection, yet the disturbance handling role appears to be relatively insignificant (1.5 percent).by comparison with other roles performed. It should be remembered, however, that this was the innkeeper who espoused the philosophy of "spend time hiring good employees, delegate responsibility and let them carry on so long as they are doing a satisfactory job." In other words, this innkeeper made it an objective to minimize the disturbance handler role, and this could well be the reason for the low time allocation to this role.

The table below shows the properties listed according to age, apparent difficulty in quality employee selection, and proportional time devoted to role as disturbance handler.

Table 28: Property Ages and Quality of
Selection Difficulties

Property	Age		Difficulty in Employee Selection		Time Devoted to Role as Distur- bance Handler	
	0 = 1-5 yrs.	1 = 6-10 yrs.	0 = not diff.	1 = some diff.	0 = 0 to 5%	1 = 5 to 10%
	2 = 11-15 yrs.		2 = very diff.		2 = 10 to 15 %	
1	2		1		0	
2	1		1		0 (4.6%)	
3	2		2		2	
4	1		1		0 (3.2%)	
5	2		2		2	
6	0		0		0	
7	1		1		0	

It would seem, therefore, that high proportional time devoted to the performance of the disturbance handler role is a result more of the age of the property and the socio-economic level of employees than of ineffective management. Both innkeepers judged as effective had highest proportional time given to disturbance handling and greatest potential difficulty in employee selection and maintenance of the oldest properties in the sample.

H₅: "highly effective" Innkeepers devote more time, on average, to each activity performed than do "less effective" managers

Table 29: Time Spent at Work and on Activities Performed

	<u>All Properties</u>						
	1	2	3	4	5	6	7
Average	14	16	17	27	10	15	17
length of	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.
each activity	54	30	15	31	35	03	22
performed	min.	min.	min.	min.	min.	min.	min.
Total time							
at work							
(minutes)	848	1160	1131	1122	992	941	860

This hypothesis has been developed with the intention of determining whether a relationship existed between the managers judged to be highly effective and those who were able to avoid interruption during tasks and who were able to complete tasks without becoming distracted by other events taking place in the work environment.

The data does not support this hypothesis - the average length of each activity for the two highly effective innkeepers being approximately the same as for the two less effective innkeepers. This is shown in Table 29.

The subjective data relating to each property was examined in detail to see if any explanation could be given for the varying average length of activities performed. It was first conjectured that the degree of isolation of the innkeeper from other employees might be related to average activity length, since certain innkeepers maintained a private office, while others occupied the same office as the secretary. No relationship was found. Neither was the length of activity related to specific roles. Reference to the breakdown for property 5 (page 189) shows that six out of the nine viable role classifications (negotiator is excluded) are represented by activities of more than twenty-five minutes.

Finally the data were examined with regard to single activities which occupied a sufficiently long period of time to raise the average activity length substantially. For example, one innkeeper attended a monthly hotel and motel association meeting for two and one half hours, while another attended the funeral of an employee for approximately one hour and a half. Even when such single large activities

were removed from total worked time, no relationships emerged which would tend to support the hypothesis.

H_6 : there is no relationship between total time at work and the judged effectiveness of the Innkeepers in the sample

Table 29 shows total time at work for each innkeeper. In this case, the initial temptation is to accept the hypothesis considering the data which are presented. These data indicate that one of the "highly effective" innkeepers spent the longest total time at work (2), whereas the other "highly effective" innkeeper spent the least total time at work (1). This by itself would seem to indicate that there is no relationship between total time at work and judged effectiveness.

However, analysis of the objective data and subjective behavior of innkeeper 1 may indeed show that a relationship exists.

If innkeeper 1 is ignored for the moment and the objective data for the other six innkeepers are examined in the light of the hypothesis, length of time at work does appear to be positively related to judged effectiveness. This is more clearly shown in the table on the following page.

Examination of the effectiveness of innkeeper 1 reveals that this innkeeper's allocation to "personal time" is considerably greater than is the case for any other

innkeeper (see pages 191-197). On at least two occasions innkeeper 1 was involved with personal communication with other district personnel and higher level administrators in the company, but when requested to give a breakdown of this personal work time, 1 indicated that these were purely non-business activities. The allocation of such time was therefore made to the "personal" classification. The "modus operandi" of this innkeeper was such that involvement might well have been in company business which should have been assigned to specific work roles. However, this Innkeeper's reticence about such matters would indicate that work related behavior during this period was highly likely. If approximately two-thirds of this innkeeper's personal time should have been allocated to work roles, 1's total worked time would now have resulted in a direct relationship between judged effectiveness and length of time at work for all innkeepers.

Table 30: Judged Managerial Effectiveness
and Time at Work

<u>Judged Innkeeper Effectiveness</u>	<u>Ranked Total Time at Work</u>
1 ?	
2 Highly Effective	First (highest)
3 Effective	Second
4 Effective	Third
5 Effective	Fourth
6 Less Effective	Fifth
7 Less Effective	Sixth (lowest)

Although it may appear possible to "overwork" the data in this way, two additional factors would tend to reject the hypothesis and support the view that the relationship mentioned previously does exist.

The first is that many of the innkeepers appeared to believe that length of time "on the job" influenced their evaluations of effectiveness by district or corporate head office. It was noted frequently that innkeepers would remain close to their office until 6 p.m. which is 5 p.m. Memphis (head office) time. This was in spite of the fact that little, if any, work of consequence was conducted during this additional hour. Innkeepers joked about it, but apparently felt that they "should be there in case a call came in from head office."

The second factor is more critical and concerns the judged level of effectiveness of one particular innkeeper (7). The researcher was in general agreement with most of the company's evaluations of the innkeepers with the exception of this one manager whom the researcher would have classified as "highly effective" in all duties performed. However, this innkeeper had the second lowest total time at work, a circumstance generally known to the corporate head office. Communication between this researcher and head office concerning the lack of consensus on this innkeeper evoked the comment from Memphis that innkeeper 7 wanted to work an

eight-hour day, albeit that this Innkeeper was effective during this time at work. (It should be remembered that 7 was shown to spend least time in the entrepreneurial role during the observed period!)

The issue of corporate judged level of effectiveness of innkeepers and the criteria used to determine such levels is a complex one. A comparison between corporate judged level of effectiveness and researcher judged level of effectiveness of those innkeepers in the sample is beyond the scope of this study since corporate criteria were not available at the time of data collection, and judgment by the researcher would necessarily be based on an entirely different set of criteria from that of the corporation. Observed behavior in a structured form such as undertaken by the researcher results in judgment of effectiveness based on organizational, leadership and motivational skills of the manager, thus introducing subjective elements and possible biases of the researcher. These would be better left out of the discussion.

Some concern is expressed by this writer, however, that this close parallel between judged innkeeper effectiveness and total time at work may suggest some weakness in the appraisals of managerial effectiveness by the home office. This is particularly so since, in addition to the situation mentioned earlier concerning innkeeper 7, it was intuitively felt by the researcher that certain innkeepers were judged

to be more highly effective than they actually were according to subjective data gathered during the period of observation. Those judged by the researcher to be less effective than indicated by their corporate rating were generally those spending a high total time at work. This raises the possibility that if actual effectiveness of the innkeepers could be determined, the hypothesis might be shown to be valid and that it should therefore be accepted. It would appear to be sufficient to state, at this stage, that time at work as well as the possible questionable corporate ratings of managerial effectiveness would both appear to indicate the need for reappraisal of the criteria used to determine the level of managerial effectiveness. As noted at an earlier stage in the theses (page 96) determination of the validity of corporate managerial evaluation "would be a potentially fruitful area of research for a subsequent study."

From the data gathered to measure this hypothesis, the indications are, however, that a positive relationship between judged level of effectiveness and time spent at work does exist - and, on this basis, the hypothesis should be cautiously rejected.

H_0 : examination of the work activities performed by a group of Innkeepers will reveal certain patterns of work role behavior common to those managers judged to be highly effective

From the preceding set of sub-hypotheses we can isolate certain patterns of work behavior which all of the innkeepers in the sample have been found to have in common. Additional work role characteristics are found to be common only to those innkeepers judged to be highly effective.

The sample group generally perceive "leader" and "entrepreneur" roles as important in their positions as innkeepers; but only those judged to be highly effective emphasize the role of entrepreneur in terms of actual time devoted to the role. The innkeepers as a group generally have limited ability to judge relative time devoted to specific work roles, although they all appear to be more accurate in estimating relative time devoted to roles which consist of easily identifiable activities. The role of disturbance handler seems to be a responding role over which all innkeepers may have limited control and which may involve innkeepers in a large proportion of work time if their properties are older and located in areas which discourage employment and retention of competent employees. It also appears as if "more effective" innkeepers spend more total time at work than their "less effective" counterparts.

The findings related to "highly effective" innkeepers do support the hypothesis that some characteristics exist, although the common characteristics are few. To this extent, the general hypothesis is accepted.

Limitations on Measurements

Conclusions cannot be drawn without some regard being paid to the limitations of the data collection and analysis.

Sample

Seven innkeepers do not constitute a statistically scientific sample, although a scientific sample was not the purpose of the study. However, in spite of the fact that this has been an exploratory study based on historical data gathered principally from observation, our small sample size has resulted in only two managers ranked as highly effective and two ranked as less effective. For certain hypotheses this effectively reduces our sample size to four and results in even more guarded conclusions which can be drawn. Acceptance or rejection of hypotheses is then, at best, tentative.

Time Coverage

There is little concern expressed about the seasonality of the study. All innkeepers were observed in peak summer months when high business volume would tend to compel them to operate in their natural style rather than in a disguised or artificial manner which might have been possible during months of lower business volume. However, a more pertinent issue concerns days of the week observed. Innkeepers were not all observed during the same three days in the week. Since business can fluctuate considerably

in properties whose primary clientele are businessmen and families travelling on vacation, a greater amount of managerial "action" might have taken place on a Monday, for example, than on a Saturday, which was sometimes of necessity included in the observation period. This could only have been avoided by considerably increasing the total observational period and the time spent in each property in order to cover the same week days in all observational situations. This was not considered desirable and might still have resulted in Innkeeper's taking different "personal" days or afternoons away from work, thereby removing the comparability.

An additional time-related factor which might have weakened the data and thus the results was the small time allocation to certain roles over the three-day period. When total time allocation for a role becomes a question of 10 or 15 minutes, differing interpretation of time allocations to such roles can have a profound effect on role ranking and hypotheses validations or rejections. Thus, close scrutiny might suggest that 20 minutes should be the total time allocation to a certain role instead of 10 minutes. The 100 percent change in time allocation can have a substantial effect when roles are compared and managerial effectiveness is discussed. Yet two researchers familiar with the Mintzberg role classification system might still interpret activities in different ways and even allocate certain activities to different roles. When the study is

undertaken by one researcher, it can only be hoped that any such bias in interpretation and allocation is a consistent one across members of the sample studied.

Observed and Unobserved Work Behavior

This has been alluded to throughout the chapter and simply highlights the fact that the innkeepers in the study might have worked as much as two additional hours without the researcher's cognizance had they decided not to mention specific work undertaken. This is an unknown factor and can only confound the analysis. Due to the constant presence of the researcher on the property it was felt that the manager was rarely able to undertake work on the property without the researcher being aware of it.

Judged Level of Innkeeper Effectiveness

As noted, this issue was one of the most complex faced in the study. The company's criteria for determining level of managerial effectiveness were unknown and sometimes the evaluations appeared at odds with observed behavior. Thus a manager who appeared to be "on top of" his job, who had close rapport with employees, and whose inn exuded hospitality, might have been ranked as less effective due to his high food and labor costs. What was apparent to the corporate head office was not always apparent to the researcher.

In spite of these limitations, it is believed that the results are a close approximation of managerial work role behavior displayed by seven innkeepers operating company-owned Holiday Inns in the mid-west USA.

CHAPTER 5

IMPLICATIONS AND CONCLUSIONS

Over-view

In this concluding chapter, a brief restatement of the principal hypotheses and non-hypotheses findings will be given before the present findings are examined in the light of contemporary work activity research in other areas.

The Mintzberg framework, previously used to examine the work activities of chief executive officers and now applied to the activities of managers at the operational level will be discussed. The way in which managerial work roles are performed in a major service industry such as the lodging industry, in contrast to work activity performed by managers in other manufacturing and commercial organizations, will also be noted at this stage. From these observations, the degree of generalizability of the results of the study can next be considered. The implications of the research findings for both improved hospitality management practice and contribution to management theory will then be presented.

Finally, implications for future research will conclude the thesis.

Restatement of Purpose and Findings

The purpose of this study has been to examine the work performed by a group of hotel managers, using a method to record, classify and evaluate their work activities.

Specifically, the objective has been to determine if certain work activities, and the work devoted to them, serve to differentiate more effective managers from less effective managers. In order to organize the many and diverse activities into a manageable format, a system of work roles was adopted which permitted grouping of specific activities into related roles. A number of studies of this sort have been conducted since Carlson's founding work in 1951. Mintzberg's model of ten work roles was felt to be the most appropriate for use, and was adopted. Even though Mintzberg had examined the work of chief executive officers in large private and public enterprises, his methodology seemed appropriate for the proposed study of operational managers.

Since the principal focus involved work roles, the study was designed to include managerial perceptions of their own work roles with the intent of comparing perceived attention paid to specific activities with actual attention given to the activities as measured by the researcher in a field setting. A study of a small sample of comparable properties belonging to a major hospitality organization revealed that certain work characteristics were common to all

innkeepers in the sample and that certain additional work role characteristics were only common to managers evaluated as highly effective by the head office of the hospitality chain. These findings were obtained through testing of a set of hypotheses. The principal hypotheses and non-hypotheses findings are laid out below.

Synopsis of Findings Related to Hypotheses

H₁: all Innkeepers in the study perceive their leadership role to be more important than any other work role

This hypothesis can be tentatively accepted given (a) the possible reinterpretation of one response to a questionnaire item by Innkeeper 7, and (b) the equal importance rating given to three other work roles by Innkeeper 5 (see Table 20).

Other findings. From the analysis of the completed questionnaire it was found that all innkeepers perceived their role as entrepreneur to be important. Only roles as leader and entrepreneur were each ranked by all innkeepers as one of their four most important roles performed.

H₂: only the Innkeepers judged to be highly effective spend proportionately more time in their leadership role than they do in any other work role

This hypothesis must be rejected on the basis that no positive or negative relationship has been found to exist between judged effectiveness and leader role performance.

Other findings. A strong positive relationship was found, however, between judged effectiveness of the innkeepers and both absolute and percentage time devoted to the manager's role as entrepreneur.

H₃: highly effective Innkeepers are more accurate in their own perceptions of time allocations to specific work roles than are less effective managers

No distinction can be made between more highly effective innkeepers and less effective innkeepers in their ability to perceive time allocated to specific work roles. On this basis, the hypothesis should be rejected.

Other findings. All innkeepers in the sample displayed an ability to judge the time allotted to certain same specific work roles better than they were able to identify time given to other roles involving less clearly identifiable or recollectable activities.

H₄: Innkeepers judged to be least effective spend proportionately more time in their disturbance handler role than do Innkeepers judged to be highly effective

This hypothesis should be rejected on the basis that no relationship has been found to exist between judged managerial effectiveness and proportional time allocation to the manager's role as disturbance handler.

Other findings. A positive relationship has been found to exist between certain environmental factors largely outside the control of the innkeepers and time devoted to the disturbance handler role. The older the property and the lower the quality of applicants for employment, the greater the proportional time spent by the manager on his role as disturbance handler.

H₅: "highly effective" Innkeepers devote more time, on average, to each activity performed than do "less effective" managers

No relationship could be found to exist between average length of each activity performed and judged effectiveness of the innkeepers. The hypothesis should be rejected.

Other findings. No other significant conclusions can be drawn from the analysis of the data related to this hypothesis.

H₆: there is no relationship between total time at work and the judged effectiveness of the Innkeepers in the sample

For six of the seven innkeepers in the sample, a close relationship was found to exist between length of time at work and judged level of effectiveness. The longer the time spent at work, the higher the judged level of effectiveness. In this situation it is believed that the

relationship would also hold for the seventh innkeeper if time identified as personal time by the innkeeper was at least partially allocated to work time. A greater portion of personal time classified as work time would reflect a more accurate picture of managerial time allocation, according to the researcher. In this situation, it is believed that the hypothesis should be rejected.

H : examination of the work activities performed by
 o a group of Innkeepers will reveal certain patterns
of work role behavior common to those managers
judged to be highly effective

According to data analysis presented to support or reject the previous set of hypotheses, certain work role characteristics have been found to be unique to those innkeepers judged to be highly effective. Those characteristics, identified in the form of work activities, which distinguish "more effective" managers from their "less effective" counterparts are (a) higher absolute and percentage time allocation given to the role as entrepreneur (H_2 : other findings) and (b) a longer work day (H_6). Although the distinguishing characteristics are few, the hypothesis should be tentatively accepted.

Research Findings in Light of Work Activity Research

A. Activities

A number of problems emerge when the present research results are considered for comparison with results from other studies involving work activity analysis.

Many studies have tended to classify activities on the basis of characteristics rather than on activity content. The more notable empirical studies which have attempted to examine both characteristics and content of activities include those of Burns (1954), Horne and Lupton (1965) and Mintzberg (1973). Thus Nailon, who has apparently been the sole researcher to date to undertake an empirical examination of the work activities of hotel managers, largely defined activities in terms of such characteristics as - talking, interviewing, discussion, etc. When he dealt with content of activities, he classified content according to functional areas (commercial, accounting, personnel), which contrasts markedly with the broader interpersonal, informational and decisional roles used by Mintzberg. In spite of this, Nailon has drawn certain conclusions from his study which merit comparison with results obtained from the present empirical study.

Nailon (1968, page 120) draws a profile of the hotel managers' activities as consisting of two parts:

- "1. a heavy involvement with the external environment rather than with their own staff.
2. they are engaged in a continuous monitoring of their unit through fleeting contacts and frequent movement about the establishment."

Each of these two parts is now examined in the light of findings from the present study.

Patterns of contacts with the external environment.

Contacts in the external environment include - head office, customers and potential customers, suppliers and colleagues. The same categories were used in this study and the breakdown of internal and external contacts by time for the two studies is shown below:

	<u>Total external contacts</u>	<u>Total internal (subordinate) contacts</u>
Nailon	61.6	38.4
Ley	65.3	34.7

The results from the present study would, therefore, tend to support the somewhat surprising finding by Nailon that, for hotel managers, there is a heavy involvement with the external environment rather than with their own subordinates. According to Nailon, "the reverse is true for managers predominantly involved in manufacturing industries" (1968, page 121). In this latter situation the majority of contacts by time would purportedly be with subordinates.

Nailon's thesis can readily be tested against Mintzberg's "Analysis of the Contact Record" for his five chief executive officers from both private and public service sectors of business. The five executives, their organizations, and their time allocations to external and internal contacts are given in Table 31.

Table 31: Management External/Internal
Contacts (Mintzberg)

Mintzberg Contacts (percentage of time worked)

	<u>External Contacts</u>	<u>Internal Contacts</u>
Manager A (Consulting Firm)	40	60
Manager B (Manufacturer of industrial/tech products)	66	34
Manager C (Hospital)	50	50
Manager D (Consumer Goods M'f'r)	61	39
Manager E (Public School System)	39	61

Adapted from (Mintzberg, 1973, pages 250-251)

These results would appear to refute Nailon's contention that managers in manufacturing are predominantly involved with internal contacts. It should be remembered, however, that Mintzberg has examined the work of chief executive officers whereas Nailon might have been writing in terms of middle management. It would seem realistic to assume that in manufacturing, middle management relates primarily with subordinates, peers and superiors in the organization, but that at the level of chief executive contact is primarily with suppliers and associates outside the organization as well as with subordinates in the organization.

Dubin and Spray (1964), for example, have written of the heavy external involvement of chief executives across a broad range of organizations.

Mintzberg's results are interesting when compared with the findings by Nailon and this researcher that hospitality managers have a high external/internal contact ratio. It might be postulated that two reasons contribute to this:

1. Activities maintained with corporate head office and district head office are included as external contacts. The time allocation to such activities was substantial and this has helped result in a contact pattern by hotel managers which has tended to reflect an external orientation. By contrast, Mintzberg's service organizations (consulting firm, hospital, school system) have an internal orientation. Greater autonomy and a lesser reporting function to regional or head offices would explain the differing orientations.

2. Hotel managers are basically operational managers and, therefore, might be viewed as middle managers with a possibly internal orientation. However, like higher executives in other organizations, they are directly responsible for the adequate provision of resources by outside suppliers. This also contributes to the heavy involvement with external contacts.

For these reasons, the findings by Nailon and this researcher, that a high proportion of time is devoted to external contacts, are less surprising than was at first found to be the case.

Continuous monitoring through fleeting contacts and frequent movement. Both Nailon and Mintzberg have found that managers work at a rapid pace with chronic interruptions, that they prefer action over reflection, and contacts by verbal media rather than by the written medium. The present findings largely substantiate these views.

To compare and contrast research findings on the basis of the number of activities performed and average length of activities performed would be misleading, since no consistency has been found across studies as to what constitutes an activity. The following table shows the average number of events/activities per day for the managers in the three studies examined as well as the different definitions given to the terms activity and event.

Table 32: Daily Events/Activities Averages

Nailon - event as the major activity which occurred during a period of five minutes or more

Manager	A	B	C	
	21.3	29.1	32.7	
				Average 27.7

Mintzberg - activity as desk work, telephone calls, tours, scheduled and unscheduled meetings

Manager	A	B	C	D	E	
	20.2	17.2	19.2	32.0	20.8	
						Average 22

Ley - activity was said to end and another begin when either the subject or the person changed (Burns,

Manager	1	2	3	4	5	6	7	
	18.3	23.0	21.6	13.0	29.0	19.6	16.3	
								Average 20.1

(Burns, 1954)

B. Managerial Effectiveness

The studies by Nailon and Mintzberg have allowed some comparison between research findings from the present study and the results of those studies. In the former case, this is because of the similarity in management positions examined (hotel); in the latter, because of the same activity role framework applied to each. Comparison with those two studies is limited, however, due to distinguishing focus of the present study on the area of judged managerial effectiveness.

Mintzberg had no basis for judgment of managerial effectiveness due to the varied management positions in his

sample, but he recognized the need for studies of this sort when he reviewed the future research implications of his own findings. He stated, "this study suggests a number of areas in which research might be done . . . (studies of managerial effectiveness) . . . we must find out what it is in their actions which distinguishes successful from unsuccessful managers" (1973, page 197).

One study which did attempt to distinguish work differences between effective and ineffective manufacturing foremen (as rated by superiors and subordinates) was that by Ponder (1957). Ponder found that effective foremen average fewer (200) distinct activities per day than ineffective foremen (270) and that the effective foremen spent more time with staff and service personnel, initiated fewer contacts, and gave more general work orders involving more delegation. The tenuous relationship between these results and results of the present study should be recognized, and a more detailed comparison of the studies is perhaps not appropriate.

C. Activity Importance and Perceived and Actual Time Allocation to Activities

As with "managerial effectiveness," findings from other studies of the manager's job provide some interesting comparisons with present research results. Findings related to the first three hypotheses presented, when taken together, indicated an inability to relate perceived importance of activities with actual time allocated to activities.

Managers judged to be more effective were not found to display a greater ability to perceive time allocated to specific work roles than were managers judged to be less effective. These results are consistent with results obtained by Stieglitz (1969) in his study of 280 Chief Executive Officers. He found that

"only 30 of the executives claimed to allocate their time to correspond with the importance they attached to certain activities. Planning was one example of this - only 106 out of 183 who ranked it as most important claimed to spend most of their time on it" (Mintzberg, 1973, page 216).

D. Leadership

The findings of this study related to leadership present an interesting sidelight on the presumed importance of the leadership role. Mintzberg calls this the "most widely recognized of all managerial roles" (1973, page 92), and the research results indicated that hotel managers in the study generally perceived their leadership role to be of primary importance. As Pfeffer (1977) has elsewhere noted, "Whether or not leader behavior actually influences performance or effectiveness, it is important because people believe it does" (page 109).

In actuality, none of the managers in the study placed greatest time emphasis on leadership activities, and only three managers placed it among their top three time consuming work roles. This tends to contradict the generally held view that almost all of a manager's time is

spent with members of the group. The present study revealed the high level of external contacts, and Dubin (1962) and McCall (1974) among others, have recognized the importance of non-subordinate related actions and contacts in the provision of information for management. As McCall has observed:

"While it is generally true that interactions with subordinates assume the largest single block of a manager's time, it should not be concluded that leader-subordinate relations are the only - or even the most important - aspect of the leadership process" (Hackman, Lawler, Porter, 1977, page 379).

E. Information

One of the most valuable contributions of the Mintzberg construct appears to be its ability to permit classification of activities according to content rather than according to characteristics. This facilitates the identification of the purpose of specific activities, perhaps giving a clearer understanding of managerial behavior than is obtained simply by examination of activity characteristics. By using Mintzberg's typology to examine the activity performance of hotel managers, it was found that many activities undertaken by the manager were not, in essence, leadership activities per se (motivation, staffing, activation of employees) but rather activities which had as their primary function the gathering and sorting of information. Many researchers have emphasized the major importance and complexity of the manager's information network. On a time

allocation basis these informational roles have been found to be of primary importance in the present study. It is perhaps significant that all seven innkeepers spent more time on their monitor role than on any other role and that all seven innkeepers spent more time on their total informational role set than on either the interpersonal or decisional role sets. The empirical evidence from the study, therefore, lends considerable support to those researchers (for example, Horne and Lupton (1965), Homans (1950), Sayles (1964), Aguilar (1967) who view the manager principally as a processor of information.

F. Initiation

Results of the present study have highlighted the importance of the informational roles for all managers on a time allocation basis. On the other hand, the role which seemed to be the most important for discriminating between highly effective and less effective managers was that of entrepreneur. Although it is difficult to compare Mintzberg's typology with factor analytic approaches used to identify descriptive elements related to organizational effectiveness, there is considerable research evidence to show that managers view the initiation role (entrepreneur) as a major criterion of organizational effectiveness (Seashore and Yuchtman, 1967; Mahoney, 1966, 1967, for example). Results of the present study strongly indicate that the entrepreneurial role is a major criterion of managerial effectiveness.

Potential Contributions to the Study of Management Theory and Practice

In addition to the foregoing explanation of the present research results in relation to other work activity research, it is believed that this study can make some contribution to the development of management theory and practice.

In regard to theory, some of the findings have either substantiated or possibly contradicted previous generally held assumptions regarding the roles performed by management in work settings. This is partly due to the general lack of empirical research which has been undertaken to examine what managers do, and partly to the fact that little activity research has been carried out on managers in service organizations.

Specifically the thesis has attempted to validate a work role classification system postulated by Mintzberg to apply to all managers, not merely a group of chief executive officers. Mintzberg has asked, "Do the set of activities delineated here in fact have validity for describing the work of all managers?" (1973, page 197). It has been found possible to classify the activities of hospitality managers into the activity/work role system presented by Mintzberg.

The study has also attempted to bridge a chasm by attempting to link activity performance and managerial

effectiveness, albeit corporately determined managerial effectiveness. Such an attempt places the study on the relatively untrodden and possibly treacherous ground of identifying behavioral criteria for effective managerial performance. Attempts to fulfill the requirements of a job centered, behaviorally based measure of managerial effectiveness by use of global estimates or standard rating procedures have not met with great success in the past (Campbell, Dunnette, Lawler, Weick, 1970, page 111). It is maintained that the activity role classification presented by Mintzberg provides the opportunity to develop an alternative basis for such identification of effective managerial performance. This was believed possible in the research setting due to the steps taken to avoid the previously identified sources of observational error as well as the steps taken to obtain a stratified sample of managers subjected to similar job and environmental variables. The attempt in this latter undertaking was to limit the range of demands, constraints and choices which Stewart (1976) and Mintzberg (1973) have recognized as causing major differences among jobs.

The research study has, therefore, attempted to provide an alternative approach to examining managerial activities among a relatively homogeneous set of management positions by the use of a structured observational method. The objective has been to identify the most time-consuming

work activities of managers deemed as highly effective by corporate staff.

Potential Contributions of the Study of Hospitality Management

For a number of reasons stated at the beginning of the thesis, this study has aspired to make a contribution to the study of hospitality management. These reasons were identified as:

(a) the need for increased professionalism in an industry still largely vocational in nature,

(b) pressures in the market place, placing greater emphasis on improved managerial effectiveness in a labor intensive industry,

(c) the need by managers to understand better their use of time, their preferences for specific activity and role behaviors.

The contribution of most immediate significance relates to the last reason identified, In an industry in which management is faced with few deadlines, but is faced with constant service demands throughout all hours of the day, the ability to use time effectively and understand the allocation of time to specific activities is important, particularly if a relationship is perceived between specific activity performance and judged effectiveness. The study appears to have value for both practicing hotel managers and for corporate management concerned with the selection and training of more effective management at the operational level.

While a replicative study using a larger sample of a longer time period will need to be undertaken to verify some of the conclusions reached in this study, if indicators of managerial effectiveness are found to exist, they might then be used by hospitality chains in such managerial selection and development programs. Just as sensitivity training strives for increased awareness and knowledge about self and interpersonal behavior, so results from structured observational studies of activities will make an individual (manager) more aware of his eccentricities, behavioral style and propensity to over-indulge in certain types of role behavior.

Finally, managers subjected to a "Mintzberg-type" analysis are likely to become more aware of their total role set of managerial responsibilities by recognizing the blend of interpersonal, informational and decisional activities with which they are constantly faced.

Generalization of the Results

Just as we have found that not all Mintzberg's roles were of relevance in the study (e.g. the negotiator role was inconsequential), so we might expect that importance of specific roles varies, depending on the organization, hierarchical level, nature of the industry, and so on. Due to the importance of the communication process with district and corporate offices, as evidenced in time allocations in the monitor, spokesman, and other roles, considerable

variation in effective role performance may depend largely on the degree of autonomy and freedom from reporting activities at the unit level. Certainly the proportional allocation of time to specific activities which exemplifies an "effective" innkeeper in a company-owned, urban 300-bedroom property is not likely to be the same proportional allocation of time as that which characterizes an "effective" proprietor in a small, privately owned rural property. This is why it was crucial to obtain a sample of innkeepers as homogeneous as possible if there was to be any hope of obtaining consistency in the results.

As we have seen, the results are inconclusive where most hypotheses are concerned, and considerable additional research will have to be undertaken before indicators of effective managerial behavior can be identified.

So far as Mintzberg's typology is concerned, his classification of interpersonal, informational and decisional roles appears to be sufficiently all-encompassing to include the vast majority of managerial activities undertaken in the hospitality industry; and the study is viewed as an endorsement of the applicability of the role classification method to hospitality management.

Suggestions for future research

This is an exploratory study. The results and limitations outlined previously suggest further research in a number of areas:

1. Replication of the study

Any replication should incorporate a number of improvements over the present study. These would include - a larger sample of innkeepers, a longer time period for observation, a better means of classifying desk-related activities, a scale for perceived importance and time allocation to activities similar to the scale used for actual time allocations, a method of recording work activities performed during "personal time" and time when the manager is supposedly no longer on duty. Since the managers were still found to perform activities without explanation to the researcher as to what was involved in the activity and the motivation behind it, it might be possible to have the manager vocalize his thoughts as he conducts his daily business. This would facilitate recording of activities and help the manager to clarify his thoughts concerning the logical sequence of activities.

The steps taken in the study to ensure that innkeepers worked in the same district, managed similar properties belonging to the same company, supervised comparable employees, and so on, are recommended to be pursued in further studies. The benefits to be derived from a relatively homogeneous sample are perceived to vastly outweigh any disadvantages. This will, of necessity, limit the range of hospitality organizations suitable for sponsorship of such research.

2. Refinement of the effectiveness measurement

Ideally, a study of managerial effectiveness would require measurement at a number of different levels:

- (a) identification of corporate criteria of effectiveness
- (b) corporate evaluations of effectiveness of their managers
- (c) determination of whether corporate effectiveness ratings are accurate given the criteria
- (d) researcher's evaluation of managers, using corporate criteria of effectiveness
- (e) reconciliation between corporate evaluations and researcher's evaluations of the managers, using corporate criteria in both cases.

At the time of the study, corporate criteria for evaluation of their managers appeared ill-defined but have since been explicitly formulated. The nagging uncertainty of the validity of corporate evaluations of managerial effectiveness will now have been lessened, given research access to the criteria.

3. Direct application in managerial development

Since a potential contribution of the study has been claimed to be its practical value in executive development, this would appear to be a fruitful area of research. A replicated study using both observed behavior and reported behavior (questionnaire) might permit a researcher

to conduct longitudinal studies to examine changes in managerial role behavior over time, as the manager is faced with discrepancies between desired role performance and actual role performance.

These three areas would seem to constitute major foci for future research work designed to expand the body of knowledge concerning the work activity school of management theory.

APPENDIX A
STRUCTURED OBSERVATION RECORD, ANALYSIS
AND CLASSIFICATION OF ACTIVITIES FOR INNKEEPER 5

Table 15

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE	August 9, 1976	DAY OF OBSERVATION	One	PAGE	One								
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	9:31	9:35	9:38	9:44	9:53	10:03	10:10	10:12	10:13	10:15	10:40	10:42	10:45	10:48	10:53
Finish Time	9:34	9:37	9:43	9:51	10:02	10:08	10:11	10:21	10:34	10:37	10:42	10:44	10:47	10:52	10:54
ACTIVITY															
Corres. In															
Corres. Out															
Reading												X			
Tel. In															
Tel. Out			X			X	X			X	X			X	
Talking (1)	X	X		X	X					X	X			X	
Interviewing															
Discussion (2+)								X	X				X		
Supervision															
Entertainment															
Personal															
Prod. - ment.															
Prod. - man.															
Inspection															
FUNCTION															
Restaurant					X										
Kitchen								X	X				X		
Bar/Conc.															
Accommod.										X	X				
H'keeping															
Bars															
Purchasing						X	X								
Engineering		X												X	X
Personnel	X														
Accounting			X										X		
Maintenance															
Other															
CONTENT															
Technical		X				X	X	X	X	X			X	X	X
Marketing															
Accounting			X												
Finance															
Personnel	X										X	X			
Pub. Rel.				X	X										
LOCATION															
Office	X	X	X	X	X	X	X			X	X	X	X	X	X
Front Office															
Guest Floors															
Restaurant															
Kitchen								X	X						
Bars															
Other															
INTERACTION															
Corp. H. O.												X			
Reg. H. O.															
Dist. H. O.			X												
Colleague				X		X									
Supplier							X			Z				X	X
Cust.															
Poten. Cust.															
Subord./Food	X							X	X				X		
Subord./Accom.		X									X				
Subord./Staff					X										
Other															

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE		August 9, 1976		DAY OF OBSERVATION		One	PAGE		Two				
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	10:57	11:00	11:10	11:15	11:45	12:35	1:40	2:53	2:54	2:55	2:56	3:12	3:31	3:33	3:40
Finish Time	12:52	11:20	12:20	1:45	2:34	2:39	2:50		2:55	2:58	3:10	3:30	3:32	3:36	3:47
ACTIVITY															
Corres. In					x										
Corres. Out														x	
Reading		x	x												
Tel. In									x	x	x		x		x
Tel. Out								x				x			
Talking (1)	x														
Interviewing															
Discussion (2-7)						x	x					x			
Supervision															
Entertainment															
Personal															
Prod. - ment.															
Prod. - man.															
Inspection				x											
FUNCTION															
Restaurant	x											x			
Kitchen															
Band./Conf.													x		
Accommod.				x					x						x
H. keeping								x				x		x	
Bars															
Purchasing															
Engineering															
Personnel															
Accounting		x	x			x				x					
Maintenance				x			x								
Other															
CONTENT															
Technical	x			x				x	x			x		x	
Marketing													x		
Accounting		x	x			x	x								
Finance															
Personnel												x			x
Pub. Rel.										x					
LOCATION															
Office	x	x	x		x	x	x	x	x	x	x		x	x	x
Front Office															
Guest Floors															
Restaurant															
Kitchen															
Bars															
Owner				x								x			
INTERACTION															
Corp. H. O.		x	x											x	
Reg. H. O.															
Dist. H. O.												x			
Colleague															
Supplier															
Cust.															
Poten. Cust.															
Subord./Food	x			x			x		x						
Subord./Accom.								x							
Subord./Staff						x				x					
Other															

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD																		
HOTEL	5	DATE	August 9, 1976	DAY OF OBSERVATION												One	PAGE	Three
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
Start Time	3:48	3:55																
Finish Time	3:53	4:12																
ACTIVITY																		
Corres. In																		
Corres. Out	x	x																
Reading																		
Tel. In																		
Tel. Out																		
Talking (1)																		
Interviewing																		
Discussion (2+)																		
Supervision																		
Entertainment																		
Personal																		
Prod. - ment.																		
Prod. - man.																		
Inspection																		
FUNCTION																		
Restaurant																		
Kitchen																		
Band./Conf.																		
Accommod.																		
H/keeping	x																	
Bars																		
Purchasing																		
Engineering																		
Personnel																		
Accounting		x																
Maintenance																		
Other																		
CONTENT																		
Technical	x																	
Marketing																		
Accounting		x																
Finance																		
Personnel																		
Pub. Rel.																		
LOCATION																		
Office	x	x																
Front Office																		
Guest Floors																		
Restaurant																		
Kitchen																		
Bars																		
Other																		
INTERACTION																		
Corp. H. O.	x																	
Reg. H. O.																		
Dist. H. O.		x																
Colleague																		
Supplier																		
Cust.																		
Forem. Cust.																		
Subord./Food																		
Subord./Accom.																		
Subord./Staff																		
Other																		

(continued)

Table 16

STRUCTURED OBSERVATION ANALYSIS SHEET			
HOTEL <u>5</u>	DATE <u>Aug. 9, 1976</u>	DAY OF OBSERVATION <u>One</u>	PAGE <u>One</u>
Act. No.	Explanation and Purpose of Activity		
1	Innkeeper gives information and notes to F & Bev Director to read prior to latter's exit interview with district director. Does not want F & Bev director to be caught "cold" in interview.		
2	Assigns duties to maintenance engineer. Concerns phone installations in dining room and manager's personal phone to improve service and communications.		
3	Call to district food and bev director to correct weekly financial statement submitted. Percentages given instead of dollar amounts.		
4	Completion of preliminary data form for researcher.		
5	Secretary requested to respond to customer dissatisfaction. No charge to be made to customer.		
6	Call to Innkeeper in Holiday Inn in neighboring town requesting loan of various supplies, after secretary informs of shortages. To be put on linen delivery truck.		
7	Calling local supplier to replenish supplies.		
8	Reviewed painting done in kitchen by F & Bev director over weekend. Informed of difficulties and improvements made.		
9	Discussion with F & Bev director on mistaken ordering of 50 gallon drum of cleaning fluid. Should have been one gallon. Greatly exceeds budget. Decision made to keep 50 gallon drum.		
10	Call to IBM about order of Holidex paper supplies (supplier not reached).		
11	Call to F. O. Cashier to ensure that outstanding guest bills over \$50 be paid in cash. Ascertains that cashier knows to do this on a regular basis.		
12	Reviewing and signing reports to be sent to corporate head office (Memphis).		
13	Discussion with F & Bev director on need for new Coke machine. Ideas on advantages on pre and post mix systems. Old machine cannot be replaced (outdated model - 15 yrs old).		
14	Further attempt to call IBM supplier of Holidex paper (supplier not reached).		
15	Call returned from IBM. Order placed.		

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET			
HOTEL <u>5</u>	DATE <u>Aug. 9, 1976</u>	DAY OF OBSERVATION <u>One</u>	PAGE <u>Two</u>
Act. No.	Explanation and Purpose of Activity		
1	Assigned tasks concerning carpet replacement to assistant restaurant manager.		
2	Continued review of reports, adjustments and returns to head office and district office.		
3	Continued with above after a period of interruption in which manager took off on personal affairs to apartment. Weekend reports for submission to head office.		
4	Inspection tour to gather information concerning the state of the property. With F & Bev director and Rest. Mgr. Lawns, water leakage, rollaways and service trays in corridors, refuse probs. all recorded on tape for attention and subsequent assignment of tasks to employees.		
5	Arrival of mail. Mail scanned, sorted, and junk mail discarded. Classification of mail explained to researcher. Analysis and treatment of mail. Complaints, travel agent commissions.		
6	Discussion with secretary on prompt payment of travel agent commissions. Directions to speed up payment.		
7	Arrangements to have parking lot marked and lined by students rather than by tradesmen at considerably higher cost. Monies allocated for paint and brushes.		
8	Omission of linen inventory in corporate report recognized. Call to assistant housekeeper to take linen inventory.		
9	Incoming call on availability and cost of Telex paper.		
10	Incoming call from front office concerning expenditures of guest who lodged complaint about meal. Refund of \$5 authorized.		
11	Call to District F & Bev Director concerning replacement of resigning F & Bev Mgr. Request to approach possible replacements with whom manager has acquaintance.		
12	Working with assistant housekeeper, showing her how to take inventory totals.		
13	Incoming request for banquet room facilities rejected due to prior commitment.		
14	Writing up inventory sheet (housekeeping) for head office.		
15	Notified by front office cashier that she will be late to work - not feeling well.		

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET		
HOTEL <u>5</u>	DATE <u>Aug. 9, 1976</u>	DAY OF OBSERVATION <u>One</u> PAGE <u>Three</u>
<u>Act. No.</u>	<u>Explanation and Purpose of Activity</u>	
1	Completion of monthly linen report.	
2	Signing of outgoing mail, reports, etc. Compilation of daily revenue and expense reports.	
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE August 10, 1976				DAY OF OBSERVATION				Two	PAGE		One		
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	9:15	9:20	9:23	9:25	9:27	9:30	9:33	9:35	9:42	9:45	9:50	9:55	10:00	10:05	11:05
Finish Time	9:18	9:21	9:24	9:26	9:28	9:31	9:34	9:41	9:44	9:50	9:55	10:00	10:05	10:10	11:09
ACTIVITY															
Corres. In															
Corres. Out															
Reading			X					X			X				
Tel. In									X	X					
Tel. Out						X	X					X		X	
Talking (1)				X		X	X					X		X	
Interviewing															
Discussion (2+)	X				X										X
Supervision															
Entertainment															
Personal															
Prod. - Mgmt.															
Prod. - Man.															
Inspection															
FUNCTION															
Restaurant										X					
Kitchen					X										
Bar./Conf.															
Accommod.	X		X						X						X
Housekeeping		X													
Bars															
Purchasing															
Engineering															
Personnel		X		X		X	X								
Accounting								X			X			X	
Maintenance												X			
Other															
CONTENT															
Technical	X														
Marketing															
Accounting					X									X	
Finance			X					X			X	X			
Personnel				X		X	X			X					
Pub. Rel.															X
LOCATION															
Office			X	X	X	X	X	X	X	X	X	X		X	X
Front Office	X														
Guest Floors															
Restaurant															
Kitchen															
Bars															
Other															
INTERACTION															
Corp. H. O.															
Reg. H. O.															
Dist. H. O.							X	X		X		X			
Colleague															
Supplier														X	
Cust.															X
Poten. Cust.									X						
Subord./Food					X										
Subord./Accom.	X	X	X												
Subord./Staff															
Other					X										
Pot. Emp.															

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE	August 10, 1976	DAY OF OBSERVATION	Two	PAGE	Two								
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	11:14	11:17	11:18	11:15	11:20	11:31	11:31	11:35	1:08	1:25	2:03	2:04	2:25		
Finish Time	11:18	11:19	11:19	11:20				11:34	1:07	1:24	2:02		2:34	2:43	
ACTIVITY															
Corres. In															
Corres. Out															
Reading				X			X						X		
Tel. In		X				X		X							
Tel. Out												X		X	
Talking (1)															
Interviewing									X						
Discussion (2+)	X		X							X	X				
Supervision															
Entertainment															
Personal															
Prod. - ment.															
Prod. - man.					X										
Inspection															
FUNCTION															
Restaurant					X										
Kitchen	X							X	X	X					
Barnd./Conf.															
Accommod.															
Housekeeping															
Bars															
Purchasing															
Engineering															
Personnel			X									X			
Accounting				X			X				X		X		
Maintenance															
Other															
CONTENT															
Technical	X														
Marketing															X
Accounting					X										
Finance				X			X				X		X		
Personnel															
Pub. Rel.															
LOCATION															
Office	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Front Office															
Guest Floors															
Restaurant															
Kitchen															
Bars															
Other															
INTERACTION															
Corp. H. O.				X			X						X		
Reg. H. O.															X
Dist. H. O.															
Colleague															
Supplier															
Cust.															
Poten. Cust.															
Subord./Food	X				X			X		X					
Subord./Accomm.															
Subord./Staff			X								X				
Other Pot. Emp.									X			X			

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE August 10, 1976				DAY OF OBSERVATION Two				PAGE Three					
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	2:45	2:49	3:02	3:07	3:12	4:30									
Finish Time	2:47	2:53	3:06	3:17	4:29	5:30									
ACTIVITY															
Corres. In															
Corres. Out															
Reading	x		x												
Tel. In		x		x											
Tel. Out															
Talking (1)															
Interviewing															
Discussion (1+)					x										
Supervision															
Entertainment															
Personal															
Prod. - ment.															
Prod. - man.						x									
Inspection															
FUNCTION															
Restaurant	x				x										
Kitchen															
Barnd./Conf.															
Accommod.	x														
Housekeeping															
Bars	x														
Purchasing															
Engineering															
Personnel															
Accounting		x		x		x									
Maintenance															
Other															
CONTENT															
Technical			x												
Marketing					x										
Accounting		x		x		x									
Finance	x														
Personnel															
Pub. Rel.															
LOCATION															
Office	x	x	x	x											
Front Office															
Guest Floors															
Restaurant															
Kitchen															
Bars						x									
Other						x									
INTERACTION															
Corp. H. O.															
Reg. H. O.															
Dist. H. O.	x	x		x											
Colleague					x										
Supplier															
Cust.															
Poten. Cust.															
Subord./Food															
Subord./Accom.					x										
Subord./Staff															
Other															

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET			
HOTEL <u>5</u>	DATE <u>Aug. 10, 1976</u>	DAY OF OBSERVATION <u>Two</u>	PAGE <u>One</u>
Act. No.	Explanation and Purpose of Activity		
1	Sorting out misspelled reservation. Guest given room when name found in room rack under another spelling.		
2	Greets one of the maids.		
3	Checks out sheet of outstanding balances of more than \$50 to verify credit worthiness of guests.		
4	Unsuccessful attempt to call an employee who had previously made application for employment with the Inn.		
5	Apparent cash shortages in restaurant and bar. Discussion with F & Bev Mgr. reveals that it is an unrecovered officer's check for dinner.		
6	Second unsuccessful attempt to call employee.		
7	Unsuccessful attempt to call District F & Bev Director (concerning potential replacement for resigning F & Bev Mgr.).		
8	Reading of Profit and Loss review from Memphis via district office. Review has to be replied to by Innkeeper (unsatisfactory P&L, June 1976).		
9	Incoming call for complimentary reservation approved by head office.		
10	Incoming call from District F & Bev Director. Innkeeper requests to locate former assistant F & Bev who is located in another city. Other possible alternatives discussed.		
11	Examination of previous day's "green sheet" totals.		
12	Call to district maintenance director concerning outstanding bill which has not yet been paid by district.		
13	Personal time taken off by Innkeeper.		
14	Call to supplier to apologize for late payment of bill. Thanked supplier for work well done.		
15	Guest who had been inconvenienced last year now given two adjoining poolside rooms and 50% discount on rooms. Front desk informed.		

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET			
HOTEL	<u>5</u>	DATE <u>Aug. 10, 1976</u>	DAY OF OBSERVATION <u>Two</u> PAGE <u>Two</u>
Act. No.	Explanation and Purpose of Activity		
1	F & Bev Mgr seeks purchasing permission on paint and rollers for parking lot.		
2	Incoming call for F & Bev Mgr.		
3	Discussion with secretary concerning upcoming interview with potential F & Bev candidate who wishes to commute 50 miles from home on a daily basis. Limitations of this discussed.		
4	Continued perusal of P&L review from head office, with notes made for inclusion in response to head office and district office.		
5	To vault with F & Bev Mgr to make change for cashiers and desk.		
6	Incoming call for F & Bev Mgr.		
7	Managers returns to P&L review.		
8	Arrival of F & Bev candidate sent by district F & Bev Director. Researcher is excused from this personal interview with candidate.		
9	Manager interviews candidate over lunch.		
10	Discussion with F & Bev Mgr about lack of qualifications of interviewed applicant. Lack of food knowledge.		
11	Attempt to straighten out incorrect guest billings on previous date, although no shortages or overages. Confusion on charges and receipts.		
12	Call to district director in attempt to resolve billing issue. District director out of office.		
13	Unsuccessful attempt to call employee concerning job application. Return to P&L statement. Review is highly critical to manager, esp. food and beverage losses and labor costs.		
14	Call to District marketing director on advertising and menu redesign ideas.		
15			

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET		
HOTEL <u>5</u>	DATE <u>Aug. 10, 1976</u>	PAGE <u>Three</u>
Act. No.	Explanation and Purpose of Activity	
1	Return to P&L statement to draft response to critical letter from district director.	
2	Call returned from district office regarding incorrect billing and charges. Explanation to manager of steps to be taken in correction.	
3	Mail arrival and scrutiny. Bulk of mail is "junk mail."	
4	Call returned about charge back and confused billing.	
5	Joint discussion with F & Bev Mgr and researcher on new design and menu ideas for restaurant. Consideration of names for bar, menu items, etc.	
6	To bank with deposit and for change.	
7		
8		
9		
10		
11		
12		
13		
14		
15		

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE August 11, 1976				DAY OF OBSERVATION Three				PAGE One					
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	9:15	9:20	9:30	9:32	9:41	9:49	9:55	10:00	10:08	10:10	10:13	10:19	10:25	10:27	
Finish Time	9:27	9:29	9:31	9:40	9:43	9:54	9:59	10:01	10:09	10:12	10:16	10:24	10:29	10:30	
ACTIVITY															
Corres. In															
Corres. Out															
Reading															
Tel. In		x	x				x				x		x		
Tel. Out												x			
Talking (1)				x				x	x	x					
Interviewing															
Discussion (2+)															
Supervision															
Entertainment															
Personal															
Prod. - Ment.	x				x	x									
Prod. - Man.															
Inspection															
FUNCTION															
Restaurant											x				
Kitchen															
Bar/Lounge															
Accommod.									x					x	
Housekeeping							x								
Bar											x				
Purchasing													x		
Engineering															
Personnel			x				x								
Accounting	x	x			x	x						x			
Maintenance				x				x		x					
Other															
COMMENT															
Technical				x			x	x		x					
Marketing											x				
Accounting	x				x				x						
Finance						x						x	x		
Personnel			x				x								
Pub. Rel.		x												x	
LOCATION															
Office	x	x	x	x	x	x	x			x	x	x	x	x	
Front Office															
Guest Floors															
Restaurant								x							
Kitchen								x							
Bar															
Other Pool								x							
INTERACTION															
Corp. H. O.															
Reg. H. O.															
Dist. H. O.											x	x			
Colleague							x								
Supplier															
Cust. Contr.								x		x					
Poten. Cust.														x	
Subord./Food															
Subord./Accom.		x		x					x						
Subord./Staff						x									
Other Pot. Emp.			x										x		

(continued)

Table 15 (continued)

STRUCTURED OBSERVATION RECORD															
HOTEL	5	DATE	August 11, 1976				DAY OF OBSERVATION				Three	PAGE	Two		
ACTIVITY NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Start Time	10:31	10:35	11:55	12:09	12:13	2:19	3:35	4:15							
Finish Time	10:36	11:15	11:59	12:09	1:00	2:40	4:10	4:15							
ACTIVITY															
Corres. In															
Corres. Out															
Reading															
Tel. In															
Tel. Out	X		X					X							
Talking (1)															
Interviewing															
Discussion (2+)				X		X									
Supervision															
Entertainment															
Personal					X										
Prod. - ment.							X								
Prod. - man.		X													
Inspection															
FUNCTION															
Restaurant				X											
Kitchen															
Banq./Conr.															
Accommod.															
M'keeping															
Bars															
Purchasing															
Engineering															
Personnel	X					X									
Accounting		X					X								
Maintenance Svc.			X												
Other															
CONTENT															
Technical								X							
Marketing															
Accounting															
Finance		X					X								
Personnel	X			X		X									
Pub. Rel.			X												
LOCATION															
Office	X		X	X		X	X	X							
Front Office															
Guest Floors															
Restaurant				X											
Kitchen															
Bars															
Other		X			X										
INTERACTION															
Corp. H. O.															
Res. H. O.															
Dist. H. O.							X								
Colleague															
Supplier		X							X						
Cust.			X												
Poten. Cust.															
Subord./Food				X		X									
Subord./Accom.															
Subord./Staff															
Other	Pot. Exp.	X													

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET		
HOTEL <u>5</u>	DATE <u>Aug. 11, 1976</u>	DAY OF OBSERVATION <u>Three</u> PAGE <u>One</u>
Act. No.	Explanation and Purpose of Activity	
1	Night audit not balanced. Manager attempts to solve situation by checking and analyzing totals.	
2	Incoming calls from front office. Guests wishing copies of their bills must OK with manager. Manager and secretary discuss need for front office to call on this, since can be OK and copied at front office.	
3	Incoming short call - applicant seeking work.	
4	Assignment of tasks to maintenance/grounds employee as a result of check made on Monday afternoon. Room repair and grounds cleaning.	
5	Initialling travel allowance commissions, corrections and other items involving checking and approval by Innkeeper.	
6	Working with secretary on changes to be made in reports. Questioning of certain items and totals.	
7	Discussion with Innkeeper in property in neighboring town concerning employee requesting transfer to that town and concerning sheets to be shipped from one town to another.	
8	Instructions given to maintenance and repairs concerning pool repairs, tiling repairs needed in kitchen walk-in, vinyl replacement in coffee shop.	
9	Instructions from front office cashier not to get copies of guest bills from secretary in future.	
10	Information to coach (student leader) about rollers, paint, etc., needed for parking lot and appropriate time assignment.	
11	Call to district director concerning his concern with increased wages and costs. Costs considerably over forecast. Maintenance and repairs budget discussed. Part of a conference call.	
12	Incoming call from potential purchaser of property concerning sale-leaseback possibility.	
13	Drafting of response to guest who had reservation mix-up, apology offered.	
14		
15		

(continued)

Table 16 (continued)

STRUCTURED OBSERVATION ANALYSIS SHEET			
HOTEL <u>5</u>	DATE <u>Aug. 11, 1976</u>	DAY OF OBSERVATION <u>Three</u>	PAGE <u>Two</u>
<u>Act. No.</u>	<u>Explanation and Purpose of Activity</u>		
1	Attempt to call potential employee for interview. Contact not reached.		
2	To bank with deposit, for change, etc.		
3	Call to guest concerning complaint raised by guest. Apology offered for mistreatment.		
4	Discussion concerning new waitress chosen by F & Bev Mgr. Observation of her during lunch showed lack of experience and very poor appearance. F & Bev Mgr asked to get rid of her.		
5	Innkeeper took personal time off.		
6	Consultation with two employees on personal differences. Researcher excluded from situation.		
7	Completion of forms, returns, etc., for district office.		
8	Call to TV supplier to determine costs of installation of cable TV.		
9			
10			
11			
12			
13			
14			
15			

Table 17

PROPERTY 5: Assignment of Activities to Role Classifications

Activity	Day 1	Time	Day 2	Time	Day 3	Time
1	Leader/Dissem.	5	Disturbance Hand.	4	Disturbance Hand.	73
2	Entrepreneur	3	Leader	2	Resource Allocator	2
3	Disseminator	6	Monitor	3	Leader	2
4	Spokesman	14	Leader	2	Leader	9
5	Figurehead	5	Monitor	3	Figurehead	8
6	Liaison	6	Leader	2	Monitor	6
7	Liaison	2	Liaison	2	Leader/Liaison	5
8	Monitor	10	Monitor	7	Leader	8
9	Resource Allocator	13	Monitor	3	Disseminator	2
10	Resource Allocator	3	Leader/Res. Alloc.	18	Disseminator	3
11	Leader	3	Monitor	6	Entrepreneur	6
12	Spokesman	2	Disseminator	9	Spokesman	6
13	Entrepreneur	3	Personal	45	Spokesman	2
14	Resource Allocator	5	Liaison	2	Figurehead	4
15	Resource Allocator	3	Figurehead	5	Figurehead	6
16	Leader	3	Entrepreneur	2	Figurehead	38
17	Monitor	21	Monitor	1	Figurehead	5
18	Personal (50) Diss.	11	Leader	2	Leader	10
19	Monitor	31	Spokesman	5	Personal	51
20	Monitor	49	Figurehead	11	Leader	26
21	Entrepreneur	5	Monitor	1	Non/Dissem/Spokes	43
22	Entrepreneur/Res. Alloc.	11	Spokesman	1	Monitor	8
23	Leader	1	Leader	3		
24	Monitor	2	Leader	93		
25	Disturbance Hand.	3	Leader/Monitor	17		
26	Leader	12	Disturbance Hand.	38		
27	Leader	19	Liaison	1		
28	Spokesman	2	Spokesman	31		
29	Disseminator	7	Entrepreneur	9		
30	Monitor	6	Spokesman	3		
31	Disseminator	6	Monitor	12		
32	Spokesman/Dissem.	18	Monitor	7		
33			Monitor	11		
34			Entrepreneur/Monitor	72		
35			Figurehead	31		
36						
37						
38						

PROPERTY 5: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	5	47	61	113	11.5
Leader	41	122	58	221	22.5
Liaison	8	5	2	15	1.5
<u>Informational</u>					
Monitor	119	98	29	246	25.1
Disseminator	41	9	19	69	7.1
Spokesman	27	40	22	89	9.1
<u>Decisional</u>					
Entrepreneur	17	47	6	70	7.1
Disturbance Handler	3	42	73	118	12.0
Resource Allocator	29	9	2	40	4.1
Negotiator	--	--	--	--	--
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL WORKED TIME	290	419	272	981	100.0
	min	min	min	min	
Personal	50	45	146	241	
Unaccounted time	7	3	1	11	

Total worked time: 291 minutes

Number of activities
performed: 87

Average length of
each activity 10 min. 35 sec.

APPENDIX B
TOTAL TIME ASSIGNMENTS TO ROLE CLASSIFICATIONS
FOR ALL INNKEEPERS

PROPERTY 1: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	--	73	--	73	8.8
Leader	10	12	--	22	2.6
Liaison	18	16	35	69	8.4
<u>Informational</u>					
Monitor	93	58	67	218	26.6
Disseminator	22	15	52	98	10.9
Spokesman	42	30	95	167	20.4
<u>Decisional</u>					
Entrepreneur	35	22	83	140	17.1
Disturbance Handler	4	8	--	12	1.5
Resource Allocator	16	3	11	30	3.7
Negotiator	--	--	--	--	--
<hr/>					
TOTAL WORKED TIME	240	237	343	820	
Personal Time	125	245	--	370	
Unaccounted Time	16	2	10	28	

Total worked time 820 minutes

Number of activities
performed 55

Average length of
each activity 14 min. 54 sec.

PROPERTY 2: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	23	20	138	181	15.9
Leader	38	17	52	107	9.4
Liaison	80	10	--	90	7.9
<u>Informational</u>					
Monitor	127	72	77	276	24.3
Disseminator	47	94	23	164	14.4
Spokesman	24	9	58	91	8.0
<u>Decisional</u>					
Entrepreneur	69	26	17	112	9.8
Disturbance Handler	33	8	11	52	4.6
Resource Allocator	10	55	--	65	5.7
Negotiator	--	--	--	--	--
	—	—	—	—	
TOTAL WORKED TIME	451	311	376	1138	
Personal Time	--	53	--	53	
Unaccounted Time	6	4	12	22	

Total worked time 1138 minutes

Number of activities
performed 69

Average length of
each activity 16 min. 30 sec.

PROPERTY 3: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	21	28	26	75	6.6
Leader	12	10	36	58	5.2
Liaison	--	58	27	85	7.6
<u>Informational</u>					
Monitor	87	92	120	299	26.7
Disseminator	80	60	91	231	20.6
Spokesman	45	17	22	84	7.5
<u>Decisional</u>					
Entrepreneur	40	--	16	56	5.0
Disturbance Handler	25	129	12	166	14.8
Resource Allocator	31	27	9	67	6.0
Negotiator	--	--	--	--	--
	—	—	—	—	
TOTAL WORKED TIME	341	421	359	1121	
Personal Time	78	25	15	118	
Unaccounted Time	3	--	7	10	
Total worked time	1121 minutes				
Number of activities performed	65				
Average length of each activity	17 min. 15 sec.				

PROPERTY 4: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	76	26	23	125	11.6
Leader	--	30	96	126	11.6
Liaison	45	3	5	53	5.0
<u>Informational</u>					
Monitor	135	118	67	320	29.8
Disseminator	100	43	40	183	17.1
Spokesman	75	65	41	181	16.9
<u>Decisional</u>					
Entrepreneur	17	29	--	46	4.3
Disturbance Handler	8	6	20	34	3.2
Resource Allocator	--	--	5	5	0.5
Negotiator	--	--	--	--	--
	---	---	---	---	
TOTAL WORKED TIME	456	320	297	1073	
Personal Time	15	75	85	175	
Unaccounted Time	22	17	10	49	

Total worked time 1073 minutes

Number of activities
performed 39

Average length of
each activity 27 min. 31 sec.

PROPERTY 5: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	5	47	61	113	11.5
Leader	41	122	58	221	22.5
Liaison	8	5	2	15	1.5
<u>Informational</u>					
Monitor	119	98	29	246	25.1
Disseminator	41	9	19	69	7.1
Spokesman	27	40	22	89	9.1
<u>Decisional</u>					
Entrepreneur	17	47	6	70	7.1
Disturbance Handler	3	42	73	118	12.0
Resource Allocator	29	9	2	40	4.1
Negotiator	--	--	--	--	--
	—	—	—	—	
TOTAL WORKED TIME	290	419	272	981	
Personal Time	50	45	146	241	
Unaccounted Time	7	3	1	11	

Total worked time 921 minutes

Number of activities
performed 87

Average length of
each activity 10 min. 35 sec.

PROPERTY 6: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	21	30	50	101	11.3
Leader	96	3	10	109	12.2
Liaison	7	37	--	44	5.0
<u>Informational</u>					
Monitor	110	188	25	323	36.4
Disseminator	60	25	15	100	11.3
Spokesman	66	23	40	129	14.5
<u>Decisional</u>					
Entrepreneur	--	17	20	37	4.2
Disturbance Handler	8	--	--	8	0.9
Resource Allocator	5	32	--	37	4.2
Negotiator	--	--	--	--	--
	<hr/>	<hr/>	<hr/>	<hr/>	
TOTAL WORKED TIME	373	355	160	888	
Personal Time	--	--	27	27	
Unaccounted Time	11	19	23	53	
Total worked time	888 minutes				
Number of activities performed	59				
Average length of each activity	15 min. 03 sec.				

PROPERTY 7: Total Time Assignments to Role Classifications

	<u>Day 1</u>	<u>Day 2</u>	<u>Day 3</u>	<u>Total</u>	<u>% of total worked time</u>
<u>Interpersonal</u>					
Figurehead	4	11	115	130	15.3
Leader	85	55	45	185	21.8
Liaison	18	22	3	43	5.0
<u>Informational</u>					
Monitor	86	78	67	231	27.1
Disseminator	76	--	6	82	9.6
Spokesman	50	15	37	102	12.0
<u>Decisional</u>					
Entrepreneur	--	15	--	15	1.8
Disturbance Handler	10	--	--	10	1.2
Resource Allocator	26	4	7	37	4.3
Negotiator	--	16	--	16	1.9
	—	—	—	—	
TOTAL WORKED TIME	355	216	280	851	
Personal Time	6	130	5	141	
Unaccounted Time	3	5	1	9	

Total worked time 851 minutes

Number of activities
performed 49

Average length of
each activity 17 min. 22 sec.

APPENDIX C
MANAGEMENT ACTIVITY SURVEY OF PERCEIVED TIME
ALLOCATION AND IMPORTANCE OF ACTIVITIES
INNKEEPER 5

MANAGEMENT ACTIVITY SURVEY

David Ley

Doctoral Student in Management and Assistant Professor,
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On the following pages you will see a number of activities typical of many managerial jobs. As you read each activity, please think about your own work: How much time do you spend in each activity? How important is each activity to you in the successful conduct of your work (regardless of how much time it takes).

After each item are two scales, one on which to estimate how much of your time you spend doing the activity, and one on which to indicate the activity's importance to you. By marking a "0" you would indicate that you spend no time doing that activity or that it had no importance to you. The higher numbers indicate a great deal of time spent or a great deal of importance. Example: Answering requests for information

Time 0 (1) 2 3 4 5 6 Importance 0 1 2 3 (4) 5 6

The person who answered this question was indicating that in his job he spent very little time answering requests for information but that answering requests was relatively important in doing the job well.

Please work quickly. Do not spend too much time on any one question. If you find any questions confusing, go

ahead and answer as best you can. But please go back later and indicate what confused you.

NAME _____ PROPERTY _____

Management Activity Survey
Page 3

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	<u>Time</u>							<u>Importance</u>						
1. Responding to unforeseen events.	0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
2. Writing out contract implementation procedures.	0	(1)	2	3	4	5	6	0	1	2	(3)	4	5	6
3. Keeping informed on various events and "gossip of the trade."	0	1	(2)	3	4	5	6	0	1	(2)	3	4	5	6
4. Maintaining your personal network of contacts through visits or phone calls.	0	1	2	(3)	4	5	6	0	1	2	(3)	4	5	6
5. Attending social functions which allow you to keep up your contacts.	0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
6. Evaluating the quality of subordinate job performance.	0	1	2	3	(4)	5	6	0	1	2	3	(4)	5	6
7. Negotiating with outside groups for needed materials, support, commitments, etc.	0	1	2	(3)	4	5	6	0	1	2	3	(4)	5	6
8. Knowing who's doing what in your firm.	0	1	2	3	(4)	5	6	0	1	2	3	4	5	(6)
9. Scheduling your own time to show others what is important.	0	1	(2)	3	4	5	6	0	1	2	3	4	(5)	6
10. Integrating subordinates' goals (e.g., career goals, work preferences) with the organization's work requirements.	0	1	2	(3)	4	5	6	0	1	2	3	(4)	5	6

Management Activity Survey
Page 4

	<u>Time</u>							<u>Importance</u>						
11. Keeping in touch with and helping subordinates with personal problems.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
12. Programming work (what is to be done, when and how).	0	1	2	3	4	5	6	0	1	2	3	4	5	6
13. Keeping employees of your Inn informed of relevant information.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
14. Assessing political events as they may affect your work.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
15. Keeping important people outside of your Inn informed about your unit's activities.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
16. Participating in public service work.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
17. Keeping up with market changes and trends.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
18. Distributing budgeted resources.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
19. Negotiating contracts.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
20. Handling "public relations" activities for your own Inn.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
21. Transmitting ideas from your outside contacts to appropriate insiders.	0	1	2	3	4	5	6	0	1	2	3	4	5	6
22. Making decisions about time parameters for upcoming programs.	0	1	2	3	4	5	6	0	1	2	3	4	5	6

Management Activity Survey
Page 5

	<u>Time</u>							<u>Importance</u>						
23. Preventing the loss or threat of loss of resources valued by your Inn (furnishings, inventory, etc.).	0	1	2	3	(4)	5	6	0	1	2	3	4	5	(6)
24. Resolving conflicts between subordinates.	0	(1)	2	3	4	5	6	0	1	2	3	4	5	(6)
25. Allocating monies within your Inn.	0	1	2	(3)	4	5	6	0	1	2	3	4	5	(6)
26. Attending conferences or meetings to maintain your contacts.	0	1	2	(3)	4	5	6	0	1	2	3	4	5	(6)
27. Holding meetings to disseminate information to employees of your Inn.	0	1	2	(3)	4	5	6	0	1	2	3	4	5	(6)
28. Designing projects for organizational improvement.	0	1	2	3	(4)	5	6	0	1	2	3	4	5	(6)
29. Initiating controlled change in your Inn.	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
30. Keeping up with technological developments related to your work or to your organization.	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
31. Making yourself available to "outsiders" (such as clients, the public) who want to go to "the man in charge."	0	1	2	3	(4)	5	6	0	1	2	3	4	5	(6)

Management Activity Survey
Page 6

	<u>Time</u>						<u>Importance</u>					
32. Deciding which programs to provide resources (manpower, material, dollars, etc.) for.	0	1	2	3	(4)	5 6	0	1	2	3	4	(5) 6
33. Keeping track of subordinates' training and special skills as they relate to job assignments.	0	1	2	3	(4)	5 6	0	1	2	3	4	5 (6)
34. Allocating manpower to specific jobs or tasks.	0	1	2	3	(4)	5 6	0	1	2	3	4	5 (6)
35. Attending to staffing needs in your Inn (such as hiring, firing, promoting, giving salary increases).	0	1	2	3	(4)	5 6	0	1	2	3	4	5 (6)
36. Presiding at meetings as a representative of your Inn.	0	1	(2)	3	4	5 6	0	1	2	3	(4)	5 6
37. Authorizing others to act on important issues.	0	1	2	(3)	4	5 6	0	1	2	3	4	5 (6)
38. Providing new employees with adequate training for and introduction to the job at hand.	0	1	(2)	3	4	5 6	0	1	2	3	4	5 (6)
39. Gathering information about trends outside your organization.	0	1	2	(3)	4	5 6	0	1	2	3	(4)	5 6
40. Attending social functions as a representative of your Inn.	0	1	(2)	3	4	5 6	0	1	2	3	4	(5) 6

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	<u>Time</u>							<u>Importance</u>						
41. Signing documents as a representative of your Inn.	0	(1)	2	3	4	5	6	0	1	(2)	3	4	5	6
42. Allocating equipment or materials.	0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
43. Exploiting opportunities to expand or grow as an Inn.	0	1	2	3	(4)	5	6	0	1	2	3	4	(5)	6
44. Gathering information about clients, competitors, associates, etc.	0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
45. Touring the property.	0	1	2	3	(4)	5	6	0	1	2	3	4	(5)	6
46. Handling employee grievances.	0	1	2	3	(4)	5	6	0	1	2	3	4	(5)	6
47. Seeing to it that subordinates are alert to problems that need attention.	0	1	2	3	4	5	(6)	0	1	2	3	4	5	(6)
48. Dealing with conflicts between your Inn and other Inns or hotels.	0	(1)	2	3	4	5	6	0	1	2	3	4	(5)	6
49. Knowing "who's who" outside of your Inn and what they are doing.	0	1	(2)	3	4	5	6	0	1	2	3	4	(5)	6
50. Deciding what information responsibilities to delegate to others.	0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
51. Serving as an expert to people outside of your Inn.	(0)	1	2	3	4	5	6	(0)	1	2	3	4	5	6

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	<u>Time</u>						<u>Importance</u>							
52. Learning about new ideas originating outside of your organization.	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
53. Reading reports on activities in your Inn, other Inns, or other organizations.	0	1	(2)	3	4	5	6	0	1	2	3	4	5	(6)
54. Using your authority to insure that your subordinates accomplish important tasks.	0	1	(2)	3	4	5	6	0	1	2	3	4	(5)	6
55. Maintaining supervision over changes in your Inn.	0	1	2	3	(4)	5	6	0	1	2	3	4	(5)	6
56. Providing guidance to your subordinates on the basis of your understanding of the organization.	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
57. Joining boards, organizations, clubs, etc., which might provide useful, work-related contacts.	0	(1)	2	3	4	5	6	0	1	2	(3)	4	5	6
58. Solving problems by instituting needed changes in your Inn.	0	1	2	(3)	4	5	6	0	1	2	3	(4)	5	6
59. Informing others of your Inn's future plans.	0	1	(2)	3	4	5	6	0	1	2	(3)	4	5	6
60. Encouraging or criticizing subordinates' actions.	0	1	2	(3)	4	5	6	0	1	2	3	(4)	5	6

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	<u>Time</u>							<u>Importance</u>						
61. Directing the work of your subordinates.	0	1	2	(3)	4	5	6	0	1	2	3	(4)	5	6
62. Taking immediate action in response to a crisis (e.g., equipment breakdown, sudden scheduling conflicts, an irate client, etc.).	0	1	2	3	(4)	5	6	0	1	2	3	4	(5)	6
63. Staying tuned to the grapevine.	0	(1)	2	3	4	5	6	0	1	(2)	3	4	5	6
64. Developing new contacts by answering requests for information.	0	(1)	2	3	4	5	6	0	1	2	3	(4)	5	6
65. Developing personal relationships with people outside your Inn who feed you work or services (e.g., purchasing, suppliers, consultants, inspectors, etc.).	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
66. Deciding the priorities of internal improvement projects.	0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
67. Answering letters or inquiries on behalf of your Inn.	0	1	(2)	3	4	5	6	0	1	2	3	4	5	(6)
68. Forwarding important information to your subordinates.	0	1	2	(3)	4	5	6	0	1	2	3	4	5	(6)

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69. Keeping the public informed about your Inn's activities and plans.

70. Dealing with previously ignored problems which have come to a head.

71. Developing contacts with important people outside of your Inn.

72. Delegating as much of daily routine work as possible to subordinates (secretary, department heads).

73. Helping department heads resolve emergency problem situations (shortages in manpower or supplies during a busy period, for example).

74. Working weekends to catch up with mail and other routine work.

75. Being available to answer questions by any guest or employee most days and evenings.

76. Encouraging and praising employees for work well done.

77. Staying on top of all aspects of the day's business.

Importance

Time

0	1	(2)	3	4	5	6	0	1	2	(3)	4	5	6
0	1	(2)	3	4	5	6	0	1	2	3	4	(5)	6
0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
0	1	2	(3)	4	5	6	0	1	2	3	4	5	(6)
0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
0	1	(2)	3	4	5	6	0	1	2	3	(4)	5	6
0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
0	1	2	(3)	4	5	6	0	1	2	3	4	(5)	6
0	1	2	3	4	(5)	6	0	1	2	3	4	5	(6)

APPENDIX D

CORRESPONDENCE WITH HOLIDAY INNS, INC.
ESTABLISHING FIELD RESEARCH METHODOLOGY

April 14, 1976

Mr. Jack Barksdale
President - Inns Division
Holiday Inns, Inc.
3736 Lamar Avenue
Memphis, TN 38118

Dear Mr. Barksdale:

The purpose of this letter to Holiday Inns is to request support for a doctoral dissertaion research project entitled, "An empirical examination of selected work activity correlates of managerial effectiveness in the hotel industry using a structured observation approach."

The objective of the study is to identify more effective hotel managers by noting the specific activities they perform and the time emphasis which is given to certain activities rather than others. These activities include: (1) relationships with people, (2) collecting and giving out information, and (3) making decisions. The emphasis of the study will be on determining what makes managers more effective or less effective. For example, do managers concentrate more on public relations, guest complaints, supervising and counseling staff, than on structural problems (poor filing) and directing operational activities (which should perhaps be delegated to departmental heads)? Time allocations by managers will tend to show what they consider to be their most important activities.

The study will not focus primarily on identification of the most effective managers being observed. This identification will already have been determined by Holiday Inns using factors such as growth and profitability of the operation, occupancy levels, degree of repeat business, levels of employee turnover, environmental and market variables.

The primary benefit of the study to Holiday Inns will, therefore, be the researcher's insights as to why managers are more effective or less effective.

Secondary benefits of the study for Holiday Inns top management include the following:

Mr. Jack Barksdale
Page 2
April 14, 1976

1. The study will provide information against which current managerial selection criteria can be judged.
2. The study will serve as a basis against which current managerial development programs can be evaluated.

There are also anticipated benefits for operational managers resulting from the study. These are as follows:

1. The study will allow managers to see how they are using their time.
2. The study will allow managers to identify their individual preferences for concentrating on certain activities - of which preferences the managers might not have been consciously aware.
3. The study will allow managers to identify the extent to which they might have become over-involved in day-to-day activities and "fire-fighting," when delegation of activities might have been more appropriate.
4. The study can possibly show managers which activities relate to higher levels of operational performance, on which performance they are subsequently evaluated.

In order to conduct the study, the researcher has certain specific needs and requests. These can be identified as:

1. Based on criteria for standardization to be provided by the researcher, Holiday Inns is requested to select eight managers whose properties fit these criteria. The managers will each be observed for five consecutive work days over a total period of eight to ten weeks in June to August 1976.
2. Permission to conduct a pilot study examination of the activities of hotel managers. Hopefully this can be satisfied by observation of the two Lansing innkeepers for at least two days each, prior to the end of May 1976.

Mr. Jack Barksdale
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April 14, 1976

5. After completion of the study, the researcher requests the opportunity to compare his findings with the company's ratings of participating managers.

In conclusion it is hoped that Holiday Inns might see fit to cover the researcher's out-of-pocket costs for the study. These costs would include maintenance and lodging at the Inns being studied, travel expenses to and from these Inns, typing and reproduction costs of the study. Such financial support is secondary in importance to approval of the project and the cooperation implied by this approval.

I thank you in anticipation.

Sincerely,

David A. Ley
Professor

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May 7, 1976

Mr. Paul H. Laesecke
Manager of Executive
Employment and Development
Holiday Inns, Inc.
3736 Lamar Avenue
Memphis, TN 38118

Dear Mr. Laesecke:

This letter is a follow-up to our brief meeting with Mr. Barksdale and Professor Blomstrom at Michigan State University on April 15.

At that time Mr. Barksdale recommended that I develop my correspondence with you and that I make certain adaptations to the proposal which I had submitted. A copy of my original letter is enclosed.

The issues which Mr. Barksdale raised with good cause were:

1. Sensitivity by the managers to having a third party (myself) present during "private" communications with other hotel personnel.
2. Possible biased managerial behavior patterns while under "observation" by the researcher.
3. Resistance by managers to having a "spy" in their midst who was sanctioned by top management.

After careful consideration of these points and discussion with other faculty and committee members I would like to present a revision of my original proposal in the hope that it will help avoid those previous weaknesses and yet still permit a dissertation which will be of value to Holiday Inns, Inc., and hospitality education.

Proposal

The following steps are suggested:

Mr. Paul Laesecke

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May 7, 1976

1. Holiday Inns, Inc., will supply the researcher with a list of the names of managers of approximately comparable inns (size, market competition, etc.) in Michigan and Ohio. A list of between 25 and 35 managers would be desirable.
2. Permission be given to the researcher to correspond or visit with those managers with the objective of soliciting their participation in the project on a voluntary basis, for a project period not to exceed five days with each volunteer.
3. From six to nine volunteers will be selected by the researcher and the identity of these volunteers will remain with the researcher. Thus senior level management will not know which Innkeepers have been selected for the study. If this point can be effectively communicated to the managers by the researcher many of the problems of antipathy toward the researcher and artificial behavior patterns by the manager under observation will be avoided.
4. Where confidential situations arise between a manager and his clients or employees the researcher could be excluded from the situation or meeting and appraised of the non-confidential elements of the situation at a later time by the manager.

The researcher appreciates that if the proposal is accepted he will cover all out-of-pocket costs such as transportation, typing and reproduction costs of the study.

Should further development or consultation concerning the project be deemed advisable by you, the researcher will be happy to come to Memphis to discuss the details more fully. It is believed that a project of this sort will be of considerable value to the hospitality industry and will reflect favorably on Holiday Inns by reason of the

Mr. Paul Laesecke
Page 3
May 7, 1976

research orientation of the personnel department. Your guidance and encouragement will play a large part in the successful completion of the dissertation.

I thank you and eagerly await your response to this revised draft of the proposal.

Sincerely,

David A. Ley
Assistant Professor

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Enc.

July 14, 1976

Mr. Paul H. Laesecke
Manager of Executive
Employment and Development
Holiday Inns, Inc.
3736 Lamar Avenue
Memphis, TN 38118

Dear Mr. Laesecke:

I thought I would take this opportunity to bring you up to date with my dissertation research. First, I would like to thank you for giving me the opportunity to work for a couple of days with Mr. LeClair at Holiday Inn South, Lansing. The relationship was highly compatible, and I gathered enough information from my observations to indicate that some minor revisions of the observational instrument are in order.

I have also drafted a tentative letter to be sent to the sample of managers as well as a short form of acceptance or rejection to be completed by the managers and returned. Any comments or recommendations for improvement are welcomed.

Finally it seems appropriate to tabulate the factors which I am hoping we shall be able to standardize in our sample of managers. The most important factors would seem to be:

1. Geographic region of all properties.
2. Size and age of the property.
3. Length of service of Innkeeper in the property.
4. Approximate degree of competition in immediate vicinity.

Given a sample of some 25-30 managers who can be classified in this manner, I would hope that we shall be able to schedule at least eight volunteers so that the data can be gathered prior to resumption of classes at MSU on September 23. At present I am working on my review of the literature chapter and developing some notes for my introductory chapter dealing with "Importance, Purpose and Scope of the Study."

Mr. Paul Laesecke
Page 2
July 14, 1976

I thank you and await the list of sample managers as well as any comments on my procedures to this time.

Sincerely,

David Ley
Assistant Professor
of HR & IM

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Enclosures

Dear Mr.

This letter is intended to introduce myself as a Professor of Hotel Administration at Michigan State University and as a student completing my doctoral degree by conducting a research study with company units of Holiday Inns. Approval to conduct the study, which will consist of four or five days of observation of each selected Innkeeper at work, has been given by Jack Barksdale, President of Inns Division, and the study is being monitored by Paul Laesecke, Manager of Executive Employment and Development.

The purpose of the study is to generate information about the different ways in which efficient managers conduct the daily operations of the units which they manage. It is in no way a top management attempt to "spy" on their operational managers. Since the study is entirely voluntary and top management does not know which managers will be chosen by the researcher for observation, the results of the study will have value particularly for the managers themselves by allowing them to compare their modus operandi with other managers of similar properties. The study will, therefore, hopefully allow managers to identify their individual preferences for concentrating on certain activities of which preferences the managers might not have been previously consciously aware. The primary benefit to Holiday Inns will be in the area of possible implications for future training and management development.

I, therefore, request your support in this study by asking your permission to observe you in your normal work patterns for four or five consecutive work days sometime between August 1 and September 19. I am already somewhat familiar with the Holiday Inn organization and should, therefore, be able to limit the number of questions I ask you throughout the day. It is understood that when you would be engaged

in highly confidential or sensitive communications with others I can be excluded so as not to place you in a situation which might inconvenience you.

Should you be prepared to participate in this study, and I believe it to be a pioneering study which will have value for the hotel industry, I would ask you to indicate three possible alternative time slots when I might work with you this summer. Indication that you will cooperate in this study does not mean that you will be selected for observation. Approximately 30 managers in the same geographic area are being approached and only about eight will be chosen for observation depending on the ability to schedule the various visits throughout the summer. Please indicate weeks when you will be in the hotel most of the time and when your work week would be fairly representative of your work throughout the year.

I shall phone you about two days after you have received this correspondence to answer any questions you may have and also to encourage your support in the project.

A brief two-day pilot observation has already been conducted and I believe the time spent with him was beneficial to the study. Our relationship during the two days was compatible and I believe he will attest to my low-key, inconspicuous manner of observation.

I thank you and look forward to talking with you further on this subject.

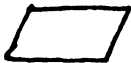
Sincerely,

David Ley
Assistant Professor
of HR & IM

Please complete and return in the stamped, self-addressed envelope.



Yes, I would be prepared to have you observe me at work for four or five days.



I might be prepared to have you observed me at work if I can discuss and resolved certain questions or reservations which I have at present.



No, I regret that my time schedule will not permit me to work with a researcher this summer.

If the response is yes, please indicate below the weeks which would be most convenient for observation by the researcher.

<u>Choice</u>	<u>Month</u>	<u>Dates of Consecutive Days (4 or 5)</u>
1		
2		
3		

Thank you for your cooperation.

Sincerely,

David Ley

TO: Selected Innkeepers
FROM: Erich Gerner
DATE: July 21, 1976
SUBJECT: PARTICIPATION WITH MR. DAVID LEY

Your inn was selected by us to participate in a program co-sponsored by Holiday Inns, Inc., and Michigan State University. Mr. Jack Barksdale, President of the Food and Lodging Division, and myself have agreed to work with Mr. David Ley, Assistant Professor of Hotel and Restaurant Management at Michigan State University. Mr. Ley is conducting research to determine exactly what a manager does during a day. Recent writings indicate that what is being taught at the university may differ significantly with what is happening in the real world.

We have selected 25 inns from which Mr. Ley will select 6 to 9. He will observe the Innkeepers actions and record time and activities, etc. He will not be interested in the details of Holiday Inn nor will he have access to confidential information. If during the day you find you would like to conduct business privately, either due to the confidential nature of the matter or because having a third party would make true communication impossible, please ask Mr. Ley to leave the room or find something else to do during that period of time. We have talked with Mr. Ley about this and he certainly understands our position. He will not report which inn he has selected or any findings of a specific nature to us.

This project was selected because it can be beneficial to Michigan State University, to management research in general, but mainly to us. We want Mr. Ley to understand the quality of our operations and to build a rapport with Michigan State University that will help cement our relations with the students and faculty. This rapport is essential for our recruiting efforts.

Please extend every courtesy possible to Mr. Ley if and when he calls. We would like to provide a complimentary room and meals during his four or five day stay. Your cooperation is appreciated and is essential.

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