AN EXPLORATORY STUDY ON FACTORS AFFECTING THE RECRUITMENT, RETENTION AND PROMOTION OF BLACKS IN UPPER-LEVEL LODGING MANAGEMENT

by

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(ABSTRACT)

Relative to whites, blacks occupy a very small percentage of upper-level management positions in the lodging industry. This is evident when the numbers of black upper-level managers are compared to their representation in the hospitality labor pool and the United States population. This study uses the perceptions of black general managers and corporate executives as a means of identifying factors affecting the recruitment, retention, and promotion of blacks into these positions.

While most of the literature attributed the under-representation to race discrimination, this study explores other factors that may also be responsible. One area of exploration was the use of internal marketing principles as a means of addressing and possibly resolving the problem of under-representation.

The study consisted of telephone interviews with seven black general managers and executives from four major hotel chains. The purpose of the study was to determine if and to what extent did race discrimination affect the advancement of blacks into upper-level lodging management. It was also

designed to explore the extent to which other factors affected such advancement by blacks, and further, identify ways in which hotel companies could enhance advancement opportunities for their qualified black employees.

The respondents of the study provided enough information to develop conclusions about the impact such factors like education, mentorship, societal perceptions, and internal marketing have on the advancement of blacks in the lodging industry. There was unanimous agreement that race discrimination did adversely affect the advancement of blacks into upper-level lodging management. However, there it was also noted that there is a tremendous amount of opportunity in the industry that is either being overlooked or simply not being pursued by blacks. These respondents also provided several recommendations for young blacks considering careers in lodging management.

DEDICATION

To my brother, Kerwin K. Charles, whose shining example has provided me with the fervor necessary to reach this academic milestone, and whose confidence and support shall sustain and propel me in the pursuit of greater accomplishments hereafter. And to my parents, Reuben and Paulette Charles and sister, Olluwa, who will be most satisfied and proud of its completion.

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I thank committee member Mr. Oliver Childs, who was principally responsible for me making contact with the subjects of this study, black general managers. Mr. Childs' knowledge of the population also proved helpful in the formulation of the questions structuring of the data collection process.

Thanks are also offered to the third committee member, Dr. Sue Murrmann. In addition to lending her expertise in the review and direction of this research, Dr. Sue Murrmann was supportive and understanding during moments of frustration. I was pleased with the latitude this committee afforded me to construct and conduct this research. It was a most empowering experience. Thank you all.

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C H A P T E R O N E

INTRODUCTION

Background

The nature and composition of the American population is changing at a rapid rate. Over the next twenty years, the U.S. population is expected to grow by 42 million. Hispanics will account for 47 percent of this growth, blacks 22 percent and Asians and other people of color will account for 18 percent. Whites will account for only 13 percent of this growth (Census, 1991). These changes, which are in alignment with the popular American image of the "stew pot", will be truly reflected in the U.S. work force of the 21st century.

In previous years, large portions of the work force were assumed to be similar and those that were different were expected to adapt to the ways of the dominant group. Hence, the attention, policies and management practices of the average corporation were all focussed on the white worker, who was invariably male. Today's work force does not look, think or act like the work force of the past, nor does it hold the same values, have the same experiences, or pursue

the same needs and desires (Jamieson & O'mara, 1991).

There are several factors that have contributed to these changes.

* Immigration (both illegal and legal) will bring another 600,000 people from different cultures into the United States, primarily from Latin America and Asia. Two-thirds of this group will most likely join the work force. The influx of these immigrants will most likely bring a diverse, culturally defined, set of work values that will affect the productivity of the U.S. firms for which they choose to work (Berjas, 1990).
* There has been an increase in the proportion of people of color and women in the work force. In fact, 85% of the growth that took place in the labor force during the 1990s was accounted for by the above stated groups (Huges, 1992).
* The American work force has been maturing and will continue to mature rapidly over the next twenty years, with persons in the 35-54 age group constituting 51 percent of the work force by the year 2000. However, there is an equally alarming change taking place in the 16-24 age group, which will suffer a decline of almost 8 percent by the year 2000 (Alder, 1991).
* The nation has seen a decline in the birthrate from the dawn of the 1970s known as the "Baby Bust". As the total labor pool decreases, companies must now exhaust all

possible labor resources from all ethnicities and cultures (Loden & Rosener, 1991).

It is important to note that when addressing the re-configuration of the work force, most of the literature focusses on the changes in the general work force. There has not been a commensurate increase in the amount of ethnic minorities or re-configuration in the management population of the work force. According to the Bureau of Labor Statistics (1992), whites occupy roughly 89 percent of all management positions within the service industry in the United States, while minorities collectively comprise the remaining 11 percent. Some researchers contend (Woodruff, Ryan, and Hailey, 1991) that Federal legislation and other related regulations for equal opportunity seems to escape top and middle level management.

These facts indicate that there will only be a marginal change in the ethnic composition of the management labor pool. Due to continuing ethnic homogeneity, management style and culture, the management team of old will find it increasingly difficult to effectively manage the work force of the future, "Work Force 2000". Sequentially, other issues of concern become the willingness of this predominantly white group of managers to effectively assert mentorship roles, act as sponsors or peers and give access to responsibility and power to a progressively diverse (ethnic and cultural) group in the work force (Templeton, & Kichline, 1981).

Minority Employment In The Hospitality Industry

The hospitality industry is no different from other industries in its significant under-representation of ethnic minorities at supervisory and management positions. The classifications of minorities include (1) Black, (2) Hispanic, (3) Asian / Pacific Islander and (4) American Indians / Alaskan Natives (Bureau of Labor Statistics, 1992). Please note that the terms "Black" and "African American" bare the same meaning but are accepted differently depending on the audience. However, there is a chance that some members of the black population at large, even though they are of African descent, are by no means American. Hence, the justification or preference, for selecting "Black" as the ethnic definition for the population is to include all black persons who consider themselves black or of African heritage, irrespective of their origin. Furthermore, The Bureau of Labor Statistics, the primary source of the secondary data for this research, does use black as the above mentioned ethnic definition (Bureau of Labor Statistics, 1992).

According to the Bureau of Labor Statistics (1992), whites occupy 85% of the total restaurant and lodging executive and managerial positions while minorities collectively occupy the remaining 15%. Though this disparity exists throughout the hospitality industry for all ethnic minorities, the focus of this study is on blacks within the lodging sector.

In comparison to restaurants, hotels are usually more stratified operations with more complex organizational structures. Hence, the range of management is usually more extensive and the definition thereunto more nebulous. The figure that would best serve as a universal symbol of power within the lodging industry would be the general manager. Consequently, the decision was made to focus this study specifically on black general managers in the lodging industry.

In an address to the National Coalition of Black Meeting Planners in March, 1991, John Jacobs, the President of The National Urban League expressed his dismay at the dearth of black general managers in the major hotels in Atlanta, Georgia. At the time of his speech there was only one black general manager of a chain property in the entire city. This is a city that has a black population of 71 percent. That situation is reflective of the national representation of blacks in lodging management today. However, there are several chains that should be applauded for their efforts to increase the number of blacks and other minorities in their upper-level management positions. Marriott and Hyatt Regency are two chains so recognized. Nevertheless, the representation of blacks in hotel management is far from being satisfactory.

According to the Bureau of Labor Statistics (Bureau of Labor Statistics, 1992), ethnic minorities make up 43 percent

of the labor force in the lodging industry but constitute only 12.1 percent of the managerial positions therein. Conversely, while whites occupy 57 percent of the total labor market in the lodging industry, they occupy 83 percent of the management positions (Bureau of Labor Statistics, 1991). There are several estimates of the number of black general managers in hotels across the nation (Jesitus, 1992; Ruggless, 1993). In November, 1993, Black Convention Magazine published its first issue focussed entirely on blacks in the lodging, convention and other segments of the hospitality industry. These figures indicate that there are eight black general managers of fill-service hotels across the country. When narrowing the group to full-service and luxury properties, there are approximately 14,918 hotels nationwide[1]. Jesitus (1992) states that there are approximately thirty-five black general managers. However, he did not provide any evidence of such or any information that lead to a source for verification.

Nevertheless, any of the numbers given, still clearly indicate that the lodging industry has an under-representation of blacks in high level positions (Lawson, 1993; Meltzer, 1986).

To date, research on the problems encountered by minorities in management has been primarily anecdotal. Most

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[1]This figure is derived by taking 33.3 percent of the total amount of properties nationwide (44,800) that have rates above $85 per night. This percentage was based on pricing brackets provided by the American Hotel and Motel Association (1994).

articles target discrimination as the primary reason why blacks are excluded from management. While this might be true to a large extent, other factors contribute to this reality (Ghitelman, 1992). Racism is indeed crippling, but there are other factors that either dissuade or preclude the advancement of blacks into management positions. These factors include less education, turnover and negative stereotypes and perceptions that exist about blacks who pursue careers in the hospitality industry. Some researchers believe that these factors are largely attributable to the tendency of some blacks to misconstrue careers in hospitality to be some modern form of servitude (Ghitelman, 1992; Brown, 1989).

PURPOSE OF THE STUDY:

This is an exploratory study aimed at developing a career profile of black managers in the hotel industry. The survey instrument was designed to gather information on the background of black general managers, plot their career paths, and gain insight on how they perceive the industry in terms of its receptiveness to blacks. The hotel industry's ability to avail equal management opportunity to blacks and other ethnic minorities was also examined.

The information gathered from this study should serve to either dispel or validate some of the beliefs that exist about black lodging professionals. Ultimately, this information will be compiled and used as a marketing tool to attract, retain

and promote more blacks in the hospitality industry.

Because racism has been identified in most of the literature as the primary reason for the exclusion of blacks in management, this study will assess the perceived impact of racism on corporate advancement of blacks. Attention will also be paid to the educational background, and the perception of growth possibilities for blacks in the industry. These perceptions would be of those persons who managed to become ultimately successful in the hotel industry, the black general managers.

RESEARCH QUESTIONS:

1) Does race discrimination affect the recruitment, retention and promotion of blacks into upper level management positions in the lodging industry?
2) What do black general managers view as the other factors that impede or facilitate the recruitment, retention and promotion of black managers in the lodging industry?
3) What can hotel companies do to enhance management possibilities for blacks and other ethnic minorities within their respective organizations?

OBJECTIVES OF THE STUDY

This exploratory study is aimed at achieving the following objectives:

1. To identify the extent to which race discrimination affects the recruitment, retention and promotion

of blacks into upper-level positions in full-service properties in the lodging industry.

2. To identify the other barriers affecting the entry of blacks into upper level management positions in the lodging industry.
3. To identify the variables that influence the career paths of black general managers as a means of developing a career profile of black managers in the lodging industry.
4. To develop a marketing strategy that will aid lodging companies in attracting, promoting and retaining more qualified blacks in management positions.

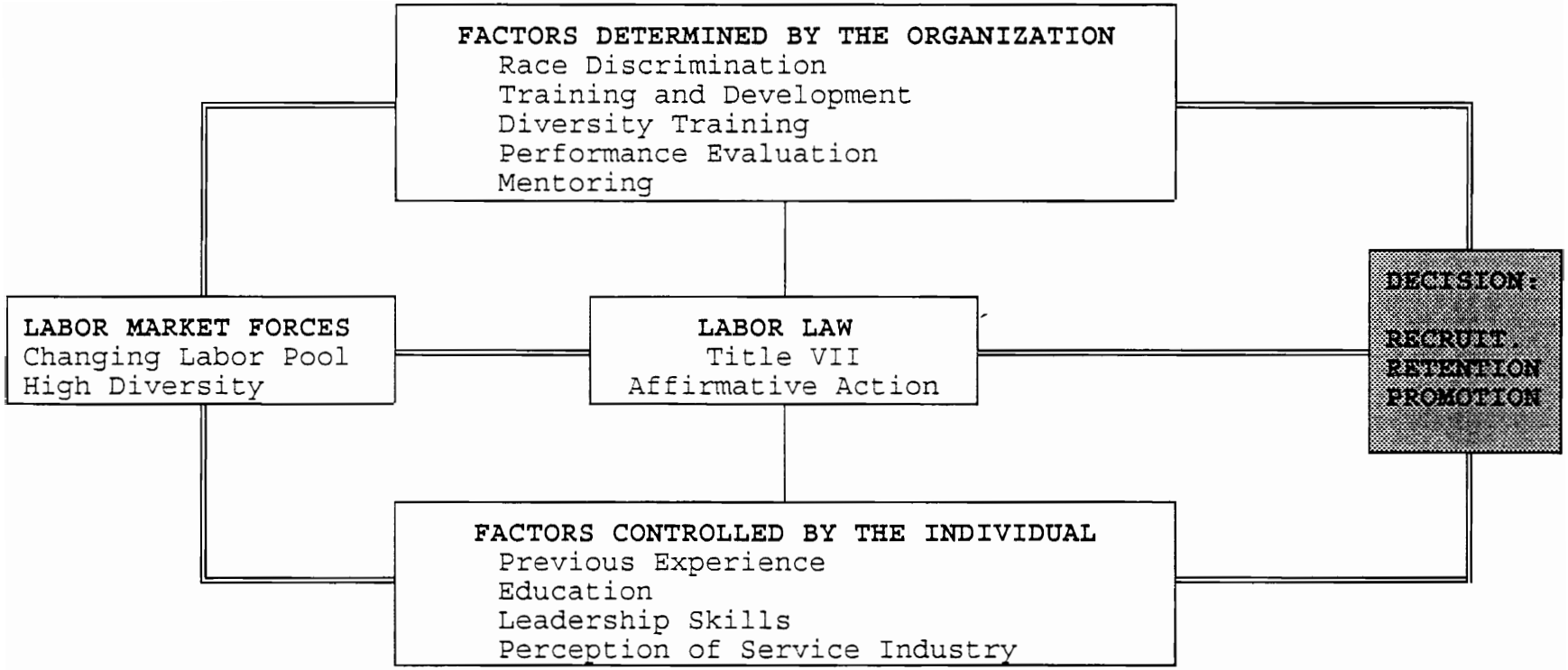
CONCEPTUAL FRAMEWORK

As mentioned in the introduction, there are several factors that affect the status of blacks and other minorities in management, or, the means by which they get to the management level. Consequently, a framework was developed that will bring together the variables that affect the recruitment, retention and promotion of black professionals in lodging (see Figure 1).

The contention is, the decision to recruit, retain and promote persons in upper-level lodging management is heavily affected by, or dependent on, two sets of factors: those that are controlled by the individuals and those that are controlled by the power structure governing the lodging industry. An example of each case is provided below:

1. Those things being done by the lodging company that could affect the recruitment, retention and promotion of black managers, (***e.g. what mechanisms the organization has in place that serves to facilitate or impede the above stated process.***)
2. Those things that the black individuals themselves are doing to influence or enhance their advancement possibilities, in spite of discrimination, (***e.g. rising above the various stereotypes associated with black careers in the service industry and acquiring the necessary skills and qualification for management.***)

An analysis of existing opinions and research relative to the above stated factors will be facilitated by the literature review. This information will serve to document and/or explain how variables like education, performance, exclusion and discrimination etc. affect blacks within the corporate environment. The framework concludes with emphasis on a marketing plan. At this stage, corporations and individual managers are advised on how to improve the amount of management opportunities for in the lodging industry.



PROPOSED RELATIONSHIPS OF FACTORS AFFECTING THE RECRUITMENT, RETENTION, & PROMOTION OF BLACKS INTO UPPER-LEVEL LODGING MANAGEMENT

FIGURE 1.1

Based on the information in the literature, certain propositions and assumptions were formed. These propositions were accepted or rejected on the basis of the amount of information given in the responses by the general managers to substantiate or refute them respectively.

Propositions/Assumptions

* Race discrimination has an adverse affect on the advancement of blacks into the upper-level positions in the lodging industry.
* There are identifiable self-imposed barriers (such as a reluctance by blacks to pursue careers in the hospitality industry) that impede the recruitment, retention, and promotion of blacks in upper-level management positions therein.
* Hotels are not efficiently utilizing internal marketing principles to address the concerns of blacks and other minority employees.

JUSTIFICATION OF STUDY

The following points are presented as reasons to show that this study is both timely and necessary:

1. Black managers in the lodging industry could positively affect the inflow of talented blacks into the industry.
2. The presence and visibility of black managers in hotels impacts the decision of black organizations and associations to do business with that property, or even the entire chain (Meltzer, 1986).
3. The evolving market of the future will need black and other ethnic minority managers to lend different perspectives at the management level and play an integral role in the decision making process (Ruggless, 1993).
4. The rapid reconfiguration of the United States population will result in a more multi-cultural labor force which in turn will need a more multi-cultural pool of leaders/managers.

BENEFICIARIES OF THE STUDY

1. Hotel Corporations will benefit from this study as they approach the twenty-first century and find a greater need to improve in the area of multi-cultural management.
2. The industry will benefit from a relatively untapped

source of management talent. Hotels will be aided in positioning themselves to attract more black managers and erase some of the negative stigma regarding their treatment of blacks.

3. Hopefully, the group that will benefit most from this study, will be blacks across the nation. Every time disparate treatment is successfully combated in any industry, at any level, all members of the mistreated group benefit and other groups as well.

SUMMARY

The issues and concerns surrounding blacks and other ethnic minorities in management positions are by no means unique to the lodging industry, or the hospitality industry as a whole. However, this research aims to explore the raison d'etre for the problem blacks managers, or potential black managers face in moving into general management the lodging industry.

Based on the perceptions of blacks in the industry, the conventional wisdom is that race discrimination lies at the root of the dearth of blacks in management. Childs (1972) professed that "perception is real". Race discrimination is indeed debilitating. However, it is believed that today's society, political/legal framework and level of awareness on equal employment, political correctness and other related

issues, makes it increasingly difficult for race discrimination to be used effectively in its more blatant form (Ledvinka & Scarpello, 1991). The legal ramifications of such wrong doing are too devastating for any corporation to not safeguard themselves from allegations of discrimination (Ledvinka & Scarpello, 1991). Hence, race discrimination in today's corporate environment is mostly covert. The discriminated or minority group can make a company's unfavorable or supposedly discriminatory action towards them more difficult to prove by failing to equip themselves with the necessary tools for advancement. All individuals within a corporation should have a commitment to performance and achievement, especially those desiring positions of leadership. It is therefore important for the blame not to fall solely upon the shoulders of the white majority management. Members of the black labor pool do have a responsibility to achieve and do their part in securing their place in the hierarchy.

It is important to note that even though race discrimination is heavily discussed in this paper, the focus of this paper is not on racial hostility in the lodging environment. On the contrary, the study is aimed at addressing the industry's dearth of, and subsequent need for more qualified black managers.

This industry is capable of providing an environment that is conducive for an increase in the number of black managers,

once the perceived hindering blocks are removed. Hopefully, this information will facilitate that process in some way. This information will be made available to both corporations ("head hunters") and black associations and corporations that interface with current and potential black managers on a regular basis.

C H A P T E R T W O

LITERATURE REVIEW

Introduction

During a speech on January 17, 1994, President Bill Clinton weighed the importance or impact of "discrimination" versus that of "opportunity" on the lives of ethnic minorities in this nation. He asked, "Which is more powerful, the presence of discrimination or the availability of opportunity?" The answer to this question or the question itself could serve as a challenge to black managers or blacks seeking management in the hospitality industry. Whereas, discrimination might be present, there is still opportunity for blacks and other minorities to rise to the highest stations in the hospitality industry. This is evidenced by a very successful, but sparse, group of blacks that bare the title of general manager in full service hotel properties across this nation.

One purpose of this literature review is to examine how discrimination and opportunity have affected and could further affect the recruitment, retention, and promotion of blacks into upper-level management positions (general management, corporate management and regional management) in the hotel

industry. The other major focus of the literature search was to explore some basic internal marketing principles and how those principles could apply to human resources problems.

Even though this research is focussed specifically on issues concerning blacks, it was considered prudent to explore relative issues concerning ethnic minorities in general. The presumption here is that the variables contributing to any type of treatment to one minority group by the dominant or majority group, underscores the treatment towards minorities as a whole. Therefore, whenever the need arose, information was gathered from a broader body of knowledge rather than limit the search to sources relating specifically to blacks.

MINORITIES

Webster's Dictionary defines minority as the "The smaller in number of two groups; a part of a population differing from others in some characteristics and often subjected to differential treatment". However, other definitions provide more detailed and expanded meaning to the concept of minorities in its relation to race (De Huszer, 1946). With racial and ethnic minorities expected to grow seven times faster than the caucasian population, diversity at all levels of the corporation can result in innovation, creativity, better problem solving and enhance the capability of companies

to better understand and attract diverse clientele/customers (Nichols, 1993).

De Huszer spoke of the majority\minorities paradox in action over the years in different lands and cultures. In some counties of Mississippi there are three times as many blacks as there are whites. Nonwhites make up an even higher proportion of the population of South Africa. Yet, in these situations the whites are rarely referred to as minority. The concept of minority is seldom based on or defined by numbers, it is more predicated on power.

Louis Wirth (De Huszer, 1946) gives a more detailed definition of minority:

> "Minorities are a group of people who, because of their physical or cultural characteristics, are singled out from the others in the society in which they live for differential and unequal treatment, and who therefore regard themselves as objects of collective discrimination. The existence of a minority in a society implies the existence of a corresponding dominant group with higher social status and greater privileges. Minority status carries with it the exclusion from full participation in life of the society".

Most societies today seem to be in a constant battle with the generally accepted or "politically correct" appellations for the various minority groups. Loden and Rosener (1991) have provided what they called a "Lexicon Of Appropriate Terms" that should be used when referring to certain age, ethnic and cultural groups. For the purpose of this study, it was not considered necessary to include the entire table. The only definitions discussed were those of the different ethnic groups.

TABLE 2.1

DEFINITIONS FOR DIFFERENT ETHNIC GROUPS

Referring to	Use	Instead of
Black People	African-Americans Caribbean-Americans Black people, people of color	Negroes, Minorities
Asian people	Asian Americans Japanese, Koreans, Pakistanis, etc. Differentiate between foreign nationals and American born. People of color	Minorities
Pacific Islander	Pacific Islanders Polynesians, Maoris. Use Island name, e.g. Cook Island, Hawaiians People of color	Asians, Minorities
American Indians	American Indians, Native American. Name of tribe, e.g. Navajo. People of color	Minorities
People of Hispano-Latin-American Origin	Latinos, Chicanos. Use country of origin e.g. Cubanos, Puerto Ricans. People of color	Minorities Spanish-surnamed
White people	European-Americans. Use country of national origin, e.g. Irish-American, Polish-Americans. White people	Anglos, Wasps

Loden and Rosener, 1991

MULTICULTURALISM AND TODAY'S WORK FORCE

Due to the rapid reconfiguration of the U.S. population and work force, there has been mounting sensitivity to the issue of multiculturalism. Consequently, companies have been exploring ways in which this diversity can be effectively managed to improve the overall status of these organizations (Cox, Lobel, and McLeod, 1991).

There are several ways in which multiculturalism/cultural diversity can be defined, the most basic of which describes a shift from a singular view of the ideal employee to a pluralistic view (Loden & Rosener, 1991). According to Loden and Rosener, companies can achieve a pluralistic or culturally accepting organization through the following three-step process. The three steps are:

* Recognizing the enormous cultural and ethnic diversity that exists in the American work place.
* Learning to value and appreciate the full spectrum of that diversity.
* Finding common ground on which to build relationships of trust and mutual respect.

Assimilation v. Integration

In an attempt to bridge cultural gaps, members of the majority or dominant group have a tendency to expect members of the minority group to assimilate to their culture. However, there are some who willingly comply (Simpson &

Yinger, 1986). The assumption of the minority group is that acquisition of the dominant values and tendencies is synonymous with improvement of their own status (Whitaker, 1993).

There is evidence to support the school of thought that most members of ethnic minority groups in the United States are "bicultural" (Thomas, 1990; Dubois, 1903). Whites have not had as great a challenge. One of the more interesting terms used to describe the behavior of blacks and other minorities in the work place is "situational ethnicity". This term describes the ethnic dualism exemplified by most ethnic minorities (Cox, Lobel, and McLeod, 1991). It is believed that ethnic minorities automatically assert different cultural roles when put in the work environment. When operating under the auspices of "occupational ethnicity", mannerisms are altered or disbanded in an attempt to better adjust to the dominant culture.

This willingness to conform, seems congruent with some sociological theory which explains the behavioral patterns of minority persons in leadership positions (Friere, 1974). Friere postulated that there is a tendency of any subdued or minority class to emulate or internalize leadership affectations of the ruling class. That "oppressor", in his/her leading or dominant role, stands as the only model that members of the subdued group have for leadership behavior. It is therefore understandable how black employees,

especially the more impressionable ones, can come into the industry with a warped image of what a successful black manager should look and act like. There is a need for more black role models. In this eventuality, the image of a good or bad manager would be set by persons from a totally different background, with a different set of cultural values and social norms.

However, this nation's corporate environment has been swept over by a new consciousness that has resulted in two major changes. There has been a resurgence of ethnic pride, which sprang therefrom a reluctance to compromise, and a stronger urge to celebrate ethnic differences. Companies have also realized that forcing assimilation is tantamount to stifling potential afforded through diversity (Nichols, 1993).

Mentoring

It has been postulated that women encounter difficulty in assuming leadership roles because there are few women leaders to model themselves after and society treats women leaders as deviants (Hill, 1992). This is very similar to the complaints many blacks have about the treatment they receive in the industry. There is a growing need for more blacks and other previously alienated groups to serve as mentors and role models to the growing work force (Jamieson & O'Mara, 1991; Brown, 1989).

Repercussions Of Poor Management

There are several repercussions that commonly result from the inability or reluctance of companies to manage for cultural diversity. Loden & Rosener (1991) have identified some of the most common of these repercussions. They include;

* The deliberate acts of sabotage aimed at making co-workers who are different "look bad".
* The company is forced to incur an excess financial burden due to employee turnover and absenteeism of the distressed employees.
* There is a loss of time and a decrease in productivity due to communication differences etc.
* There is usually a greater number of diverse employees filing discrimination complaints against the company.

Financial Impact

Apart from the legal ramifications, there is a growing business/financial risk associated with discriminatory action against any minority group. This is largely attributable to the growing amount of wealth controlled by minorities in this country. Minorities in the United States now purchase more goods and consume more services than any U.S trading partner (Sue, 1991). At present, blacks represent 12 percent of the U.S. population and have buying power ranging between $165-170 billion per year (Meltzer, 1986).

Certain hospitality businesses stand to lose a

significant portion of their market potential in the event that black and other minority groups and individuals choose to take their business to properties that are more sensitive to the needs of black employees and customers (Hasek, 1991). Today, the average full service property gets a substantial part of its profit from convention sales. As the industry seeks new sources of revenue, the black market is becoming increasingly viable. According to The National Coalition of Black Meeting Planners (NCBMP), the annual convention of the largest Greek letter organization (Alpha Kappa Alpha) is worth $10 million to the host city. Participating hotels stand to gain substantial profits from these conventions.

Additionally, many planners have clearly demonstrated a tendency to select or recommend hotel chains that have a higher representation of blacks in upper-level positions/decision making positions and appear to be more sensitive to the needs of blacks (Ghitelman, 1992; Brown, 1989; Meltzer, 1986).

DISCRIMINATION

In exploring the factors that contribute most to the dissatisfaction and of blacks and other minorities in corporate America, discrimination is the most common factor identified (Lawson, 1993; Jesitus, 1992; Jones, 1986). A study conducted on 12,000 corporate respondents yielded the results that four of every five black respondents identified

discrimination as an integral part of their corporate environment (Loden and Rosener, 1991) . This was very similar to claims made in the hospitality industry, (Brown, 1989; Lawson, 1993; Ruggless, 1993) Sequentially, a proportionate part of this literature review will be focussed on the issue of discrimination. Discrimination in the work place will be addressed through the exploration of three major areas; the law, prejudice, and stereotyping.

Today, race discrimination in organizations is typically referred to as "institutional racism" (Rodriguez, 1987). Rodriguez further defines it as "those acts or institutional procedures that help create or perpetuate sets of advantages or privileges for the majority group, and exclusions or deprivations for the minority groups". Institutional racism can affect its victims in two major ways (Greenhaus, 1990). There is "access discrimination", which prohibits or impedes entry into an organization or position. There is also "treatment discrimination", which occurs when the resources required for success are either withheld or diminutive, thus, diminishing the chances of advancement and contentment for those subgroup members.

Policies and Laws Affecting Discrimination

As a result of affirmative action and other laws against discrimination, the corporate environment in the United States has become extremely litigious. Discrimination complaints

have risen dramatically during the past two decades (Heisler et al., 1988). In 1981, there were 165,306 complaints lodged with the Equal Employment Opportunity Commission. By 1985, this figure has risen to 221,274 complaints (Loden & Rosener, 1991).

According to Title VII of the 1964 Civil Rights Act (specifically ***Section 703***), Discrimination is described in one of two ways (Ledvinka & Scarpello, 1991):

1. ***Disparate Treatment***
   "using race, color, religion, sex, or national origin as a basis for treating people unequally"
   (e.g. excluding blacks from management training programs because they were black)

2. ***Disparate Impact***
   "Any practice without business justification that has unequal consequences for people of different race, color, religion, sex, or national origin, without actually using any of those classifications as a basis for treating people unequally"
   (e.g. using fluency in Italian and German as criterion for selecting general managers, knowing that those are not languages that blacks typically speak.)

Over the past two decades, affirmative action has been one of the vehicles most credited for trafficking blacks to the high grounds of corporate America. Due to the extensive range of its power, there is a certain dubiousness surrounding the definition of affirmative action. However, there are some definitions that are commonly used to describe its impact on minority employees within companies (Ledvinka & Scarpello, 1991):

1) Recruitment of under-represented groups

2) Changing management attitudes

3) Removing discriminatory obstacles, and

4) Preferential treatment.

Understanding Prejudice

Loden and Rosener (1991) define prejudices as, "judgements made about others that reinforce a superiority/inferiority belief system". Stereotypes are used as simulated evidence to support these beliefs.

Ethnocentricism has been identified as the underlying force behind the use of discrimination and prejudice as weapons of group disparity (Simpson & Yinger, 1986). The standards by which individuals judge the value, desirability, or actions of another is determined in part by the culture they absorbed during growth (Loden & Rosener, 1991). Here again, this concept rests on the premise that a person's age, income, ethnicity, religion, etc. will determine their reaction to other ethnic groups.

STEREOTYPING

Every community, society, and even country has unspoken rules and social orders to which its members adhere. Consequently, certain general assumptions are made about the capabilities, expectations, and roles that should be assumed by members of certain classes or groups. Hence, the stereotype. This has been the mark of every civilization

(Marx & Engels, 1967). However, it is truly unfortunate when the group being stereotyped is apt to play the role assigned to them. For instance, some of the popular stereotypes that exist about African-Americans are that they are good athletes, lazy workers, militant and violent, talk funny and less intelligent (Loden and Rosener, 1991).

These stereotypes that exist in the outer communities, are manifested in the organizational setting. Some researchers concede that the limited opportunity and lack of power provided to blacks and other minorities within organizations is truly effective at eroding the morale of those minority employees (Greenhaus, 1990; Kanter, 1979). It is further explained that employees tend to internalize such restricted opportunities as indications of their own ineptitude and, more so, as substantiation of their exclusion from management. These employees, who have perceived their corporations as hostile and inequitable, (Greenhaus, 1990) then begin to lower their performance standards and submit to subservience. These employees begin to lower their aspirations and engage in self limiting behavior (Kanter, 1979; Ilgen & Youtz, 1986).

BLACKS IN MANAGEMENT

It has been recognized that minorities are being hired extensively at the lower levels and middle levels of management but there is a "glass ceiling" that prevents women

and other minorities from elevating to the upper levels of power and control within companies (Greenhaus, 1993; Hasek, 1992; Hill, 1992; Jones, 1986). Many blacks in managerial positions also complain of being placed into peripheral management positions within the company that are not the most effective for upper-level management advancement mobility. These positions typically deal with such issues as community affairs, minority affairs or special projects (Bakersville, 1992). These minority managers also complain of being put into a Catch 22 situation (Fernandez, 1982). This arises when minorities need supervisory or managerial experience to qualify for higher supervisory of managerial positions. This is particularly applicable to the hospitality industry, where so much emphasis is placed on cross training and "working your way up".

These observations help to garner support for the belief that there is a greater need for diversity at the upper-most levels of the organization. This belief rests on the notion that in order for there to be substantial review and re-evaluation of policies, practices, and organizational structure, there needs to be a re-education or re-configuration of the decision making body (Sue, 1991)

Other researchers concur with the belief that discriminatory action typically comes from the highest level within an organization, the executive level. At this level, internal policies are made, national policies and legislation

are interpreted and the framework that governs the organization is constructed. It is at this level that discriminatory behavior can be either harbored or curbed. If more minorities have opportunities to serve as upper level managers, hopefully some of the ethnocentric ideologies that exist at this level would be succeeded by more multi-cultural ones (Simpson & Yinger, 1986).

Expectations of Black Managers

By compiling some common responses of blacks and other ethnic minorities, researchers were able to come up with a list of basic expectations of minorities in the corporate environment (Loden & Rosener, 1991):

* To be valued as unique individuals, as members of ethnically diverse groups, as people of different races, and as equal contributors.
* To establish more open, honest working relationships with people of other races and ethnic groups.
* To gain the active support of white people in fighting racism and colorism.

In order to remain competitive, today's managers are expected to meet and exceed the conventional expectations of a good manager (Russel, 1992). Managers are increasingly viewed as ambassadors of the corporations and organizations. Russel states that "managers must exude style, competence,

and authority as they serve in their capacity as liaisons between organization and marketplace". Blacks and other minorities exemplify those characteristics. However, these capabilities seem to be ignored or overlooked by a predominantly white male executive population as blacks vie for management positions in the corporate environment.

Researchers have identified reasons why some executives have difficulty in recognizing the capabilities of minority employees (Loden & Rosener, 1991).

1) Dominant group standards are universally applied to minority employee performance and style.
2) Some companies continue to have competency testing of diverse employees.

Blacks In Lodging Management

As alluded to earlier, the hospitality industry, is no different from other industries in the disparity in the number of minority managers to white managers. Too often, groups are provided with statistics that base managerial positions upon the broadest and most general of terms. Based on this standard, housekeeping supervisors are considered managers. This is not intended to belittle or reduce the importance of such positions, however, in comparison to upper-level managers, there are few major decisions made at this level that influence the way in which an organization is run (Lawson, 1993).

EDUCATION

There is supposedly some correlation between a person's level of education and their advancement within corporations, especially at the management level (Hill, 1992). However, this has not always applied to the hospitality industry. Even though traditionally, work experience has been an important measure of qualification for advancement in this industry, the importance of education cannot be ignored. Various technological advances and job sophistication of today's corporate environment now necessitate some additional educational training. Therefore, education is a factor to be considered when assessing the qualification and rate of advancement of employees within hospitality companies.

There are no specific numbers that provide a breakdown of the ratio of blacks to whites pursuing degrees in hospitality management or related programs. However, there are 170 predominantly white colleges and universities and twenty-two historically black institutions that offer undergraduate degrees in hospitality (Wilborn, 1994). There are also several schools offering Masters and Doctoral degrees in hospitality and tourism. However, most programs are geared primarily to prepare students for academia. It is more uncommon to see a person with a Ph.D. working in a hotel than a person with a BA. Generally, students majoring in hospitality management at the undergraduate level usually seek employment immediately thereafter.

RECRUITMENT, RETENTION AND PROMOTION

The entry of blacks into upper level management can be directly traced to three major organizational activities. These three areas are recruitment, retention and promotion. Braddock and Portland (Watts and Carter, 1991) have outlined the issues that commonly affect minorities within an institutional racist framework. These concerns include hiring, promotion, remuneration, seniority and working conditions.

Recruitment

Derald Sue proposed that companies need to make a concerted effort to attract more minority applicants by expanding the pool from which they recruit (Sue, 1991). However this selection, or the process by which companies select, is adversely affected by the perception of minority qualification. The way in which companies assess potential employees of any minority group is predicated on a measure set by and evolving from the dominant culture, which is invariably white. Hence, it is not surprising to hear the constant complaints about the dearth of qualified minority applicants (Sue, 1991). If companies truly embrace multiculturalism and understand the concepts upon which it is based, then, difference, positive difference, would be revered rather than rejected.

There could be a very high correlation between recruitment and retention of minority employees, especially if that recruitment is done on an internal basis. This is even more understandable in the hospitality industry where the manager who came bottom-up is not only venerated, but preferred. Factors that generally impede the recruitment of minority employees include company image, low minority representation in the work force or graduate programs, biased recruitment admission and selection criteria (Jamieson & O'Mara, 1991).

Retention

Is important to note that measures of retention for minority employees should be fundamentally similar to those measures used for members of the dominant ethnic/cultural group. The most effective way in which companies can encourage minority employees to stay within the organization is to create an environment that is as comfortable and challenging as it is rewarding. Minorities must feel as though they are contributing partners of a team, playing in an environment where any form of discriminatory action is minimized (Sue, 1991). Some researchers focus on employee training as one of the most effective means of improving retention (Jamieson & O'Mara, 1991). They ascribe this improvement to the ability of these programs to make employees feel as though an investment is being made in their future.

Another means by which employees are given a sense of belonging and allegiance to the company is if they are afforded the opportunity to participate in some kind of cross-training program. Job rotation gives employees a greater sense of confidence in the contribution they can make to the company (Jamieson, & O'Mara, 1991). However, there is more. Companies should attempt to orchestrate programs that go beyond catering to the professional adjustment and professional development needs of its minority employees. It is believed that minorities who are victims of discrimination and oppression may need social and emotional support not needed by non-minorities (Sue, 1991). An internal marketing plan can be helpful in both find out exactly how much help and support is needed by any given group in the organization.

Promotion

It is believed that one of the greatest impediments to valuing diversity is the perception by racial minorities that there are less opportunities for advancement within their corporations (Sue, 1991). In the case of the hospitality industry, there is a very high emphasis placed on imagery. The supposition taken herein is that whites in the hospitality industry are skeptical to relinquish or share the said industry's long standing image of control to a rising group of minorities. According to Sue (1991), "Equal access to opportunity may mean treatment that recognizes differential

experiences, values, and behaviors of a minority population. Different learning is likely to influence different styles of teaching. This type of expertise would, or at least should, be valued in the corporation of tomorrow, especially by a labor pool that is becoming increasingly diverse (Greene, 1993; Marshall, 1990).

There is a belief that most black managers bring a very different perspective to the drawing board. They are different from the average white and demonstrate a resilience as members of their race by overcoming the various barriers and challenges common to blacks aspiring to such heights (Allen, 1992; Bakersville & Tucker, 1992).

MARKETING OPPORTUNITY

Blacks have a tendency to believe that careers in the hospitality industry are low paying, benefit free, and diminutive in status (Khan, 1989). In fact, these perceptions are very much similar to the perceptions that blacks have about the service industry in general (Blalock, 1982). Even though whites may not view hospitality as the career of choice over more traditional careers, the perceptions of advancement in the hotel industry is much different for whites than it is for blacks. After the decision has been made to enter the industry, perceptions of advancement are more entertained by white employees than by black employees (Greene, 1993; Ghitelman, 1992).

Marshall (1992) noted that it is easy to gain the perception that blacks are confined to cleaning and serving because of the abundance of housekeepers and servers and dearth of executives and managers. Regrettably, there are blacks who act in accordance with these perceptions and accept mediocre positions or decide that seeking management positions would be futile (Marshall, 1992).

It is believed that most of the images that the hospitality industry, or more specifically the hotel industry, puts forth of its power and glamour positions are still predominantly white (Marshall, 1992). Again, even though there might be increasing possibility for blacks and other ethnic minorities to benefit equally from the opportunities offered within the hotel industry, that information has not been effectively disseminated to the appropriate audiences (Lawson, 1993). The hotel industry needs to effectively market the concept of meritocracy as the means by which it recruits, retains and promotes its employees.

INTERNAL MARKETING

It has been proven that marketing principles can be applied to human resource issues, or challenges (Bell and Winters, 1993; McCleary, 1989). Marketing could assist human resource departments in demonstrating their ability to contribute to the competitiveness, profitability and efficiency of an organization (Gilley, 1992). One of the more

recent definitions of marketing (Bell & Winters, 1993) proposed that such issues like training, employee relations, compensation, hiring and recruiting and benefits can be solved through marketing. The term used to describe the practices that provide the basis for resolving these problems is ***Internal Marketing***.

Internal Marketing Defined:

Internal Marketing is defined as the application of the philosophies and principles of marketing to the employees within the company, so as to attract, secure, and motivate the best possible personnel for a given task and consequently, produce the best possible goods and services (Lewis & Chambers, 1989). Internal marketing focusses on achieving effective exchanges between the organization and its employee groups, as a requirement for successful exchanges with external markets (George, 1990).

In Figure 2.1, Lewis and Chambers (1989) provide an explanation of the internal marketing concept. This illustration addresses two basic functions of internal marketing and demonstrates the two major levels at which it exists, the strategic level and the tactical level.

Overall Objective:

To develop a motivated and customer-conscious personnel.

Strategic Level

Objective: To create an internal environment that supports customer-consciousness and sales-mindedness among the personnel through supportive;

- # management methods (Human Relations)
- # personnel policy
- # internal training policy, and
- # planning and control procedures

Tactical Level

Objective: To sell services, supporting services (used as means of competition), campaigns, and single marketing efforts to the employees based on these principles;

- # The personnel are the first market of the service company
- # The employees must understand why they are expected to perform in a certain manner
- # The employees must accept the services and other activities of the company in order to support the service in their contact with the customers
- # The service must be fully developed and internally accepted before it is launched
- # The internal channels must work

Lewis and Chambers, 1989

FIGURE 2.1
The Internal Marketing Concept - A Summary

Implementing Internal Marketing Practices

When implementing internal marketing practices, it is important to remember that the principles thereunto are fundamentally similar to those of external marketing. When utilizing general marketing practices, marketing research is a vital tool in identifying what the exact causes of discontent or dissatisfaction are for your target group. This same process is utilized in internal marketing. Attracting and keeping good employees is possible only through an understanding of their needs and a recognition that they are always right (Lewis and Chambers, 1989). These researchers also contend that when good employees are scarce and jobs are plentiful, the marketing paradigm is a useful tool in the development of creative ways to deal with employment issues.

SPECIAL TRAINING FOR MINORITY MANAGERS

It is believed that the reason that there is a such a small number of minority employees in middle and upper-level management is not because there is some discrepancy in the abilities in those persons to perform the tasks or duties required of that position. It is more an issue of the minority employee having difficulty with adjusting to a different socialization and communication pattern and cultural background (Dickens, 1982;Fernandez, 1982). Hence it has been proposed by academics and practitioners alike (Fernandez, 1982) that minority employees receive special training. The proponents of this measure commonly use the justification that

minorities have not developed the necessary managerial skills and attitudes to be effective managers (Fernandez, 1982;Jones, 1986). However, other research has provided evidence to the contrary (Hill, 1992; Allen, 1991; Dickens, 1982). Even though several managerial consultant firms have intensified their efforts to offer services in the area of "special minority management training", these efforts did not yield any satisfactory results. In fact, many of these firms believed that the group that needed special training was the white, predominantly male, group (Fernandez, 1982).

Even though the Fernandez study was conducted in 1982, some of the results and findings are very much applicable to the business environment of today. In the above mentioned study, management was broken into six levels. It was noted that as the level of management increased, so did the approval of "special training" programs for blacks in management increase. Note that such approval indicated a stronger sense of ethnocentrism, or a greater disbelief in the ability of minorities to perform adequately in managerial capacity. As noted by one female black manager, "This special-training issue allows companies to make excuses as to why minorities and women are relatively rare in middle and upper management".

Internal Marketing in The Hospitality Industry

Internal Marketing and Company Profit

Because the employees in the hospitality industry are an

integral part of the product or service offering to the customer, it is vital that these employees believe in the product, or the system that provides that product. Lewis and Chambers (1989) postulated that employee dissatisfaction would result in a snowball effect where dissatisfied employees express their dissatisfaction to the paying customers, who in turn take their business elsewhere to a more efficient and accommodating establishment.

McCleary (1989) suggested that companies should view themselves the same way they view their customers in terms of generating some appeal and desire to be affiliated with that company. Correspondingly, Wasmer et al. (1991) suggests that the level of service provided to the customers could be increased through the proper identification of the needs of the employees. By identifying shared organizational values that are related to service goals, the service marketer can attempt to create a culture that will reduce the gap between desired and existing organizational culture. This is particularly true in the service industry, where employees see their establishments making sacrifices to adequately accommodate customers but not a commensurate effort to accommodate them.

Internal Marketing and Diversity

Lewis and Chambers (1989) spoke of positioning jobs and opportunities to different sets of employees so as to reflect

and synchronize hiring practices with the changes in its customer population. As the customer population becomes more diverse, the company would be forced to interact with previously under-represented ethic groups, at more authoritative levels. Many of these groups that provide hospitality properties with large amounts of business are expressing a greater desire to deal with a more ethnically diverse group of decision makers at hotels (Lawson, 1993; Meltzer, 1986).

This desire by the consumer population helps to re-affirm the purpose and necessity of internal marketing (Marshall and Miller, 1991; George, 1990; Lewis & Chambers, 1989). As companies attempt to segment employees according to need, the need for more blacks and other ethnic minorities at upper-level management should arise. Internal marketing can be very useful in identifying this need by using marketing research. Marshall and Miller (1991) present evidence to demonstrate that internal marketing utilizes the research process to identify and satisfy the needs and concerns of a subgroup of employees. As stated by Piercy and Morgan (1990), the primary role of internal marketing is to influence or facilitate organizational change.

More specific to the concerns of this research, Gronroos (1990) proposes internal marketing is focussed on obtaining and retaining customer-conscious employees. Additionally, other researchers (Piercy and Morgan, 1991) suggest that

internal marketing provides a medium for the analysis of power distribution and culture within organizations, among other issues. Lewis (1989) states that the nature of service delivery in the hospitality industry-the way that employee attitudes and performance affects customer satisfaction, hence the bottom line- makes it necessary for the firms to market and afford the appropriate jobs to the most qualified employees. Based on Cerny's research (1989) an analysis of the total interpersonal environment of the targeted group of employees would make this process easier.

Given that the primary focus of this research is to improve the recruitment, retention and promotion of a specific group of employees, internal marketing principles, as stated above, can be applied. Ferguson and Brown (1991) contend that internal marketing is an attempt to become more sensitive and committed to aligning the organization's purpose of satisfying its members. They further state that maintaining current employees, attracting new employees and invoking employee involvement are vital components of the organization's purpose. Hopefully, these efforts apply to all types of employees at all levels of the organization. If an organization wants to explore the issues of concern to its black and other minority employees therein, another analysis can be done simultaneously about the changes in the external market and the effects those changes have on blacks within their company.

CONCLUSION

Records show that there is an increase in black management positions in the hospitality industry (Watson, Kumar and Michaelsen, 1993; Simpson & Yinger, 1986). This view is shared by some general managers (Steele, 1994) who believe that advancement opportunities for blacks are increasing. However, there is still some question as to whether advancement opportunities for blacks are limited to middle-level and lower-level management.

Different sources have attributed different factors to the under-representation of blacks in upper-level management. Among the factors contributing to this under-representation, race discrimination is most frequently mentioned. However, there are still other contributing factors. In either case, it is recommended that internal marketing be used to identify the areas of concern of blacks within the industry and further utilize that knowledge to remedy the problem of under-representation.

Marketing theorists have suggested that the internal marketing concept can be used to solve, or at least address some of the basic human resource concerns (McCleary, 1989; Lewis & Chambers, 1989). The internal marketing concept can also be used in conjunction with marketing research as a means of analyzing how the firm is utilizing and satisfying its external labor pool and target market respectively.

C H A P T E R T H R E E

METHODOLOGY

Introduction

This study was aimed at identifying the factors that affect the career paths of black managers in the lodging industry. This issue was explored by assessing the recruitment, retention and promotion of black managers in the lodging. The survey instrument was designed to retrieve relevant information by allowing black general managers to give an account of their experiences in the lodging industry, and give their perceptions of the industry's sensitivity to the issue of blacks in management. The majority of questions were pulled from factors and variables mentioned in the literature as pertinent and relevant subject issues to advancement of blacks in management across the service industry.

Pilot Study

The pilot study for this research involved a two-phase

process. The instrument was first tested on graduate students in the Department of Hospitality and Tourism Management at Virginia Tech who have had experience working in hotels. The instrument was then reviewed by a department faculty member who has worked extensively in the area of lodging management in full sized lodging properties. The reviewer helped in eliminating biases in the questions.

OBJECTIVES OF THE STUDY

As stated in chapter I, this exploratory study was aimed at achieving the following objectives:

1. To identify the extent to which race discrimination affects the recruitment, retention and promotion of blacks into upper-level positions in full-service properties in the lodging industry.
2. To identify the barriers affecting the entry of blacks into upper level management positions in the lodging industry.
3. To identify the variables that influence the career paths of black general managers as a means of developing a career profile of black managers in the lodging industry.
4. To develop a marketing strategy that will aid lodging companies in attracting, promoting and retaining more qualified blacks into management positions.

Research Design

Personal interviews were the method selected in this research design to collect the information for this study. However, the means of data collection was changed to telephone interviews due to the researcher's inability to attend the conference at which these interviews were to be conducted. The conference in question was the spring conference of the National Coalition of Black Meeting Planners.

The necessity and importance to get the maximum amount of and a good mix of information from the sample group on each question made it necessary for most of the questions to be open-ended. It was also for this reason that personal interviews were the initial method of choice and for the same reason that telephone interviews were used in place of the personal interviews.

Like personal interviews, telephone interviews usually afford the researcher the opportunity to listen for changes in tone and disposition of the respondent and probe for more information when necessary. The instrument had a total of thirty questions. The duration of each interview ranged from twenty-five minutes to one and a half hours. There were some interviewers who took pleasure in reliving as many of their experiences in the industry as they could remember. Some were more cautious and succinct in their responses and answered the questions directly, without providing much anecdotal support.

Sampling

The first stage of this research was to collect secondary data from the Bureau of Labor Statistics (1991). This information provided a breakdown of all employees in the service industry of the private sector by ethnicity. The statistics gathered from the section on employment in the hospitality industry provided evidence to substantiate the claim that blacks and other minorities do hold a significantly smaller amount of management positions than whites. Several futile attempts were made to ascertain a formal list of the total number of black general managers in the lodging industry (Pettit, 1993[2]; Jesitus, 1992; Turner, 1993[3]). Most of the articles that attempted to address the under-representation issue (Ghitelman, 1992; Ruggless, 1993; Jesitus, 1992), were vague did not have the information and references necessary to make them appear valid, or at least credible. The American Hotel and Motel Association has organized a diversity task force that is now in the process of developing a formalized list of management employees in the lodging industry according to race. According to Melisa Thompson[4], these efforts were

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[2]Daille Pettit is a representative of the American Hotel and Motel Association.

[3]Mike Turner is president of the National Association of Black Hospitality Professionals, an organization concerned with adequate representation and recognition of blacks in the industry.

[4] Melisa Thompson is Director of Corporate Communications and Head of the Diversity Task Force, American Hotel and Motel Association

prompted by the AHMA's inability to provide accurate minority information to inquiring academics and practitioners.

To date, the most extensive account of minority, or more so black, representation in lodging and other areas of hospitality management has been provided by Black Convention Magazine (November, 1993). The entire issue of Black Convention Magazine provided a list of persons with managerial status within the hospitality industry (tourism, convention and lodging sectors). This issue provided a list of eight blacks in general manager positions. This list of eight was cross-referenced with the initial population of twelve who were members of the National Coalition of Black Meeting Planners.[5] Two persons whose names appeared in the November 1993 issue of Black Convention Magazine were not members of NCBMP and were thus added to the list.

The set of opinions and perceptions received from these respondents should be representative of the population, especially since the size of the population is as small as it is. A consensus of the entire population would have been more desirable, but was very difficult to procure.

The decision was made to focus this study specifically on full service and luxury properties. Full service hotels are hereby defined as a type of lodging facilities providing a

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[5] This list was taken from the November, 1993 convention of The NCBMP. The National Coalition of Black Meeting Planners is an organization comprising major black decision makers and hospitality officials.

wide range of services such as a doorman, room service, concierge and more and offers a full service staff. They are elaborate and have high priced furniture and fixtures, extravagantly adorned lobbies and fine dining restaurants (Trends Handbook, 1994). Luxury properties typically offer a more expensive or extravagant type of service offered by full service properties.

The decision to restrict the sample to luxury and full-service properties was simply to allow the researcher to maintain control of the study by establishing a cut-off point. This measure was taken so as to ensure that the population was as accurate and inclusive as possible. The intent was to include all those properties which would have stood a greater chance of being overlooked by their mere location, clientele and corporate affiliation.

Data Collection

The initial intent was to conduct a series of eight-twelve personal interviews over the course of the three-day conference of the National Coalition of Black Meeting Planners, depending on the attendance rate of black general managers at the conference. The coalition was scheduled to meet again in April, 1994 in Charlotte, N.C.. This would have been an ideal opportunity to have all the respondents in one location. These personal interviews were to be followed by telephone interviews, depending on the attendance at the

conference.

However, since that was not possible, letters were sent to the fourteen subjects along with a condensed version of the survey instrument for their advance review asking whether they would participate in the study. This was also done to expedite the interviewing process. The respondents were asked to confirm their participation and schedule their appointments within one week of receiving the letters. Eight persons were actually contacted but only seven responses were recorded. The eighth person agreed to participate in the research, and even started the interview, but was interrupted and never able to re-schedule.

Data Processing and Data Analysis

With the exception of ten charts, the data collected from the surveys was analyzed primarily by qualitatively means. Contrary to the initial plan, there was no use of simple descriptives statistics (mean, mode and median) to analyze the Likert and dichotomous responses. Given the small size of the sample, the responses were simply recorded by hand in a frequency format when necessary.

The qualitative analysis was of this study was conducted with the intent of maintaining maximum objectivity. The open-ended responses were analyzed following principles outlined in Sage Publications for qualitative analysis (Silverman, 1993; Denzin and Lincoln, 1994). After the individual interviews

were conducted, the relevant information from the responses was extracted and transcribed to a mass data sheet. This information was then grouped and recorded based on repetition of responses or opinions. To ensure the maximum amount of objectivity, the answers of the questions by the respondents were transcribed in their most literal form. In the cases when it was necessary because there were several identical responses to the same questions, these responses were consolidated or grouped together as literally as possible. This process was better facilitated by the relatively small sample size, hence, making it more of a case study format.

SUMMARY

At the end of the study, the data collected was analyzed based on the objectives of the study. There were no hypotheses to this study so there was nothing to statistically prove. However, three propositions were analyzed based on the responses. The nature of this study is exploratory. Therefore, heavy emphasis was not placed on statistical significance but more so on the identification of certain factors based on the perceptions and observations of the sample.

C H A P T E R F O U R

RESULTS

Introduction

This chapter presents the results and analysis of the survey on black general managers of full-service and luxury hotels on what they felt are factors affecting the recruitment, retention and promotion of blacks into upper-level management. As stated in Figure 1 of Chapter One, there are four major sets of factors that influence the decision to recruit, retain and promote blacks into upper-level management positions. These four sets of factors included; factors that were determined by the organization, factors controlled by the individual, factors concerning labor law, and labor market forces. This study was designed to explore only two of those four sets of factors. One set of factors include those manipulated by the organization that could and do have an affect on the advancement of blacks into upper-level lodging management. The second set includes those factors controlled by the black hospitality professionals themselves that would affect their advancement in upper-level lodging management positions.

The results will be grouped in seven sections. In addition to a section on the profile of the managers, the results will be grouped based on the categorizations of the survey instrument.

The survey questions were developed based on the objectives of the study and the research questions, which were also derived from the framework outlined in Chapter One. To reiterate, the research questions listed in Chapter One are as follows:

RESEARCH QUESTIONS:

1) Does race discrimination affect the recruitment, retention and promotion of blacks into upper level management positions in the lodging industry?
2) What do black general managers view as the other factors that impede or facilitate the recruitment, retention and promotion of black managers in the lodging industry?
3) What can hotel companies do to enhance management possibilities for blacks and other ethnic minorities within their respective organizations?

SECTION ONE: SURVEY RESPONSE AND RESPONDENT PROFILE

During April and May of 1994 an attempt was made to contact sixteen general managers across the country. This number was derived by combining the number of black general managers listed in the November, 1993 issue of Black Convention Magazine and the list of members of the National

Coalition of Black Meeting Planners. As stated in Chapter Three, both letters and telephone calls were used to make those contacts. The use of both these means yielded a total of seven responses. There was actually an eighth respondent who was contacted. However, the respondent only had time to complete the preliminary part of the interview. That particular response was therefore discarded.

The general managers interviewed represented properties ranging in sizes from 248 rooms to 1278 rooms. Four of the respondents agreed to divulge their annual earnings, some of which included annual bonuses and extensive benefits. The latter was not allowed to be exposed. The average salary of these four general managers, minus bonuses and other benefits, was $102,500 per year. Because of the very small sample size and the delicacy of the subject, the respondents preferred that the majority of their responses remain anonymous. Therefore, responses will not expose the property, or chain that the respondents represent (Table 4.1).

TABLE 4.1
SURVEY RESPONDENTS PROFILE

Respondent Characteristics	**Number of Respondents**
Gender	
Male	6
Female	1
Hotel Size	
Under 500 rooms	3 (one all-suite hotel)
501-1000 rooms	2
1001-1500 rooms	2
Hotel Chains	
Hyatt Regency	3
Days Inn	1
Omni International	1
Hilton	2
Salary	
Not Given	3
$70,000-$80,000	2
$125,000	1
$135,000	1

SECTION TWO: RATE OF ADVANCEMENT

An attempt was made to get background information on each general manager in terms of positions held prior to being general managers **(see Appendix Three)**. However, for some reason, most of the general managers were opposed to affixing a time frame to the positions they held prior to being appointed general manager. However, some comparison can be drawn on the rapidity of their advancement by comparing the amount of time spent in the industry before becoming general managers (Table 4.2). The time the respondents spent in the industry before becoming general managers ranged from 8 years to twenty-four years.

Some of the respondents explained that it is very helpful for blacks to work for people who want them to succeed and provide opportunities to make that success possible. Hyatt in particular was said to have a history of providing opportunities for blacks and other minority employees to succeed. However, even those who thought that their rate advancement was slow conceded that it was consistent with their level of performance, enthusiasm etc.. It was felt that the hospitality industry is notorious for having its employees pay their dues. This was especially true during the late 1970s and early 1980s. However, once a certain stage is reached, advancement becomes more rapid.

TABLE 4.2

ADVANCEMENT AND CAREER SATISFACTION RATING OF BLACK GENERAL MANAGERS

TIME IN THE INDUSTRY BEFORE BECOMING GENERAL MANAGER	RATING OF ADVANCEMENT	SATISFACTION WITH CAREER
11 years	Very Fast	Very Satisfied
13 years	Very Fast	Satisfied
12 years	Moderate	Very Satisfied
21 years 6 months	Moderate	Very Dissatis.
8 years	Very Fast	Very Satisfied
13 years	Moderate	Very Satisfied
24 years	Moderate	Very Satisfied

The Average Time Of Advancement From The Point Of Entry To Becoming A General Manager Was Fourteen years and Six Months

SECTION THREE: EDUCATION

All of the persons interviewed completed Bachelors degrees. Some respondents also completed several adult education and advancement classes in the course of their development. Two of the seven respondents attended historically and predominantly black institutions.

The respondents were asked to share their respective majors while in college and rate the importance of their education on their careers (Table 4.3). Five of the respondents majored in business related fields while two majored in political science and government.

When asked whether hotel firms show preference to a particular type of educational background, the respondents had mixed views and opinions. Those who believed that it did not, put forth the explanation that a large number of employees in the hotel industry come from different disciplines and different academic backgrounds and come into the industry by default or coincidence. Hotels show preference to educated individuals who have some hotel experience or have taken some hospitality courses.

All of the respondents who believed that hotels show preference to a certain type of degree, also felt that the degree of choice was a hospitality degree, especially since they are now being offered in such large quantities. One respondent further clarified that hotel degrees are preferred in the entry-level positions but there is a greater need for

accounting and finance degrees as employees progress in the company. His rational was that management operates in a highly financial environment. One company was noted for its tendency to seek persons with finance degrees due to the demand for such expertise.

One respondent did note that higher education generally prepares an individual for the business world. However, there is no degree that offers employees any special preparation for performance in the capacity of general manager.

TABLE 4.3

PROFESSIONAL VALUE OF EDUCATION

COLLEGE MAJOR AND DEGREE	IMPORTANCE OF EDUCATION ON CAREER ADVANCEMENT
Business/ Accounting	Very Important
Business/ Pharmacy School	Very Important
Accounting	Very Important
Accounting	Important
Political Science	Very Unimportant
Government	Very Important
Business/Hotels	Important

SECTION FOUR: TRAINING AND DEVELOPMENT

Five of the seven respondents were involved in training programs during their experience in the industry while the other two respondents started out as line employees. These training programs included;

* Culinary Institute; one year kitchen training program. Managers food developers program.
* Various Sheraton sponsored management training programs.
* Supervising development course and leadership development course. This is a course offered by the University of Michigan's Business School geared to improving management, service issues, employee relations etc.. This program is for managers within any given industry.
* Certified Hotel Administrator through the American Hotel and Motel Association Educational Institute. The program deals directly with the knowledge you have as a general manager.

Four of the seven respondents believed that opportunities for training programs were not offered equally. One respondent attributed this inequality in training opportunities to the selectivity in recruiting practices of big hotel companies. Typically, recruitment efforts are usually directed to predominantly white institutions and not to black institutions, where most of black candidates are and most likely would be. Conversely, one respondent contends that training opportunities are offered equally, but these

offers are not always accepted by black candidates.

When asked about the helpfulness of these programs in preparing employees for upper-level management, the respondents gave the following results. Four of the seven respondents believed that these training programs are very helpful in preparing employees for upper-level management. One respondent believed that the training programs were helpful while the remaining two felt that the programs did not have any impact.

SECTION FIVE: RACE AND ETHNIC ISSUES

Five of the seven respondents interviewed believed that racism was prevalent to very prevalent in the industry. The other two respondents felt that it was not. When asked whether they had personally experienced any racism towards them, four respondents answered in the affirmative and three denied ever having experienced any racist treatment.

It was interesting to note that one respondent recognized just as much black to black discrimination as white to black discrimination. The contention was that some blacks have an attitude which suggests that blacks have no right to be a general manager, or maybe a black had to "sell-out" another black to get there. With whites there is a subtle form of racism. It seems that every time you think that you have made

it, you are reminded of racism. It was claimed that black people throughout history have been forced to adapt, so they typically handle racism well.

Some anecdotes were provided as proof of some discriminatory action:

1) By a guest who was surprised to see who was in charge.
2) By a guest who remarked, "no wonder!" when voicing a complaint and realized that the hotel was run by a black person.
3) By peers who had been very condescending in their treatment towards the respondent before realizing that the respondent held the position of general manager. Being the only black, he was stopped at the door and informed that it was a meeting for general managers.

Respondents were also asked whether they had to overcome any major ethnic stereotypes in their current position. Five of the respondents believed that they did. Three respondents said that they have heard several ethnic/racial jokes about certain stereotypes. One of these respondents noted that blacks are guilty of making similar cracks at whites and other groups. Table 4.4 offers a list of the stereotypes mentioned by the general managers.

TABLE 4.4

STEREOTYPES FACED BY BLACK GENERAL MANAGERS

Being very big and physically imposing as a black causes certain stereotypes
Being inarticulate
Being incapable of managing large groups
Being granted a position trough Affirmative Action
Being untrustworthy

As shown in **Table 4.5**, respondents were asked to rate how they perceived the likelihood of becoming general managers as they entered the industry. Further discussion with the respondents revealed that the majority of the respondents entered the industry without any intentions of staying and decided to stay in the business only after two-three years in it. However, after that conscious decision was made, there was an understanding that it was going to be a take a long time to become a general manager, as one respondent put it, "a twenty year ride". Two other respondents made note of a ritual of "sucking up" which they were forced to do on a daily basis. They all seemed to agree that things are very different today. The best candidate is given a much better opportunity. One of the more optimistic respondents credited his confidence in becoming a general manager to the foundation laid by his parents, who stressed that he could reach any height he wanted to reach.

TABLE 4.5
INITIAL RATING OF BECOMING GENERAL MANAGER

INITIAL RATING	NUMBER OF RESPONDENTS
VERY LIKELY	1 Respondent
UNSURE	3 Respondents
VERY UNLIKELY	3 Respondents

The respondents were asked whether they felt a person's race affected their consideration or appointment to a management position. Six of the seven respondents felt that it did.

According to some respondents, certain situations and locations still consider it tabu for blacks to hold the position of general manager. People now realize that you can't take image to the bank but you can take money. The most productive manager will be the most qualified and sought after person for the job.

One respondent said that previously the hospitality industry was a very protectionist industry in terms of affording blacks the opportunity to become general managers. However, today, cultural diversity is causing people to look for more minority managers. Actually, one respondent believes that, at this time, preference is being given to African Americans and women.

There was one respondent who believed that a person's race did not affect their consideration or appointment to general manager. This respondent felt that because black candidates knew that the track to general manager could take a very long, there is some reluctance to pursue that position. However, he believed that if an employee is prepared to work at it and be persistent, it will happen.

Peer Treatment

The respondents described the receptiveness or reaction of their colleagues and subordinates to them as general managers in terms of due recognition and respect. These anecdotes are actually presented as they were recorded.

* There is a novelty, a sort of shock. Some people are apprehensive to work and take orders from a black person. However, if you are a good manager you are respected.
* Double edge sword of joy and envy. People are skeptical and hesitant to recognize you for what you are until you have spoken or they know who you are. People are very reluctant to accept you into their inner circle or that good ole boy network. However, if you prove yourself as an avid contender, you are then accepted.
* Very respectful. The respondent is held in high regard both within the hotel and by members of the external community. However, there is still an initial shock when people realize who the respondent is.
* That old saying of blacks being expected to do twice as much as their white counterpart for the same recognition still holds true.
* The respondent is regarded very highly by both groups. However, there were some major challenges along the way. There were instances where she was one of three black employees in the entire property.
* The line employees are sometimes shocked. However, there

is also a sense of pride in them about the fact that one of their own is in such a high position. About %80 of line employees are black. The respondent's company is very progressive in terms of their overall acceptance of blacks and other minorities.

* He shows people lots of respect, compassion and concern for their existence and gets that in return.

The respondents were asked whether more or less was required of them as black managers in terms of time, productivity etc.. As can be seen in Table 4.6, five respondents felt that more work was expected and other requirements were higher for blacks than whites. They responded by providing the following anecdotes:

* More is required of blacks. You have to give 125%. However, it should not be an issue, just look at what is required of by peers in your company and exceeding it.
* Not an issue. All the pressure was self inflicted because the respondent knew that it was expected of the job. Forget the color barrier and out-perform anyone and everyone around you.
* There is always that pressure to do more than white counterparts.
* The respondent did not know if it was required, but chose to rise to that challenge anyway.
* That particular company places heavy demands on all of its employees's.

* There had to be extra time invested in the job so as to prove himself worthy of running the business.

TABLE 4.6

THE IMPACT OF RACE ON JOB APPOINTMENT AND TREATMENT ON THE JOB

Treatment as a GM	Appointment to GM position	Performance Requirements of Blacks v. Whites	Compensation of Blacks v. Whites
yes	yes	More than whites	More compensated
yes	yes	more than whites	NA
yes	yes	NA	More compensated
yes	yes	More than whites	More compensated
yes	yes	More than whites	More compensated
yes	yes	More than whites	Eq. compensated
yes	no	The same as whites	More compensated

The respondents were then asked if there was some difference in the compensation for the amount of time and effort put into work by black managers versus that of white managers. Five of the seven respondents (Table 4.6) felt that white managers were better compensated for the amount of time and effort put into the work. One respondent did not think that it was an issue while another thought that whites and blacks were equally compensated.

SECTION SIX: SOCIAL FORCES AFFECTING BLACKS IN HOTEL MANAGEMENT

Perception of Careers for Blacks in Hospitality

The respondents were asked to rate the reaction of their parents or family to them declaring an interest in pursuing careers in hotel management. Three families were impartial, two families were disappointed, one family was impressed and one was very impressed. The explanation given for the negative reactions was that traditional black families think that the only recognizable careers for their children are in education, medicine, law and similar careers. This was evidenced by the reaction of the various families to the respondents' interest in careers in hotel management (see Table 4.7a).

Five of the seven respondents further agreed that there are some general societal perceptions of people who pursue

careers in hospitality management. These respondents also agreed that these perceptions affect the inflow of blacks into the industry (see Table 4.7b). They explained that people still do not know what opportunities exist in the industry. The crime is not entirely with the industry but also it is also with those who do not vie for upper-level positions because they internalize the perceptions that they are incompetent. It was the perception of the respondents that careers in this industry are looked down upon in the black community. Black professional families tend to steer their children into the more traditionally professional areas. There are no young black people who aspire to be hotel professionals. There are still the old stereotypes that blacks should be in back-of-the-house positions. Blacks have always been portrayed as the ones who entered through the back door, or made the beds, or took bags. Those images need to be changed.

However three respondents felt that, slowly, blacks are starting to show an interest in the hospitality business because of its rewards. Education, and show and tell are the answers to promotion of the industry and its opportunities.

TABLE 4.7a

FAMILY REACTION TO CAREER CHOICE OF THE BLACK GENERAL MANAGERS

FAMILY REACTION	NUMBER OF RESPONDENTS
VERY IMPRESSED	1 Respondent
IMPRESSED	1 Respondent
INDIFFERENT	3 Respondents
DISAPPOINTED	2 Respondents

TABLE 4.7b
SOCIETAL PERCEPTIONS OF BLACKS WITH CAREERS IN HOSPITALITY

SOCIETAL PERCEPTIONS OF BLACKS WITH CARERS IN HOSPITALITY	THE AFFECT ON THE INFLOW OF BLACKS IN THE INDUSTRY
NEGATIVE	YES. The affects are adverse
NEGATIVE	YES. Adversely
NEGATIVE	YES. Adversely
NEGATIVE	YES. Adversely
POSITIVE	UNSURE
NEGATIVE	YES. Adversely
RECENTLY THERE HAS BEEN POSITIVE CHANGE	YES. More Blacks Are Entering

The Importance of Social Involvement on the Job

The respondents agreed that it is important to get involved in the social culture of the corporation for which you work. They each gave reasons why this type of interaction can affect the total work experience of the employee:

#1 You have to be! You have to get involved in the social culture of the company and be somewhat of a trailblazer.

#2 Absolutely! there is a need to get involved. It allows you to interact with peers and earn their respect. It also allows you to market your property in the surrounding community. Growth comes from extending the walls of ones environment.

#3 Very important! There is still a good old boy network into which one must break. You find yourself learning to like the things that they like (golf etc.)

#4 You must work hard to break down unconscious barriers that your peers may have. Some people have never had a meal with a black person before. There is major discomfort with a black American male. Some people feel more comfortable dealing with Russian diplomats than dealing withan American black. Hence, there is always a need to let them know you are normal.

#5 Do get involved. It is an emotional business and the more you get to know about different people and their attitudes and behaviors the better off you are. There is

a certain bonding and camaraderie necessary for the development of trust, which is vital in this industry.

#6 It is very important to know the middle aged white decision makers. There is still a good old boy's network.

#7 It is advisable to go to company picnics and other staff functions, not just a bar, so that people can see your human side.

SECTION SEVEN: MANAGEMENT PREPARATION

The general managers provided suggestions of special tools they thought young black professionals need for success before considering careers in hotel management. There was some overlap and repetition in the responses. Those recommendations most mentioned will be highlighted by the number of contributing respondents **(see Figure 4.1)**. The respondents were also asked to list or describe the biggest challenges that they had to face as professionals in the lodging industry **(see Figure 4.2)**.

NECESSARY TOOLS FOR MANAGEMENT IN THE HOSPITALITY INDUSTRY

* Solid educational foundation
* Good written and oral Communication skills at all social levels (4)[6]
* Professional etiquette
* The ability to suppress the ego (2)
* Dedicate all your time and energy to the industry for the first five years; volunteer for everything, take jobs that others won't take, and do an excellent job. Work all the time.
* Patience (2)
* Strong work ethic (4)
* Winning spirit; a zeal to succeed and win
* Humility
* Listening skills
* Personality; courteousness, pleasant, and outgoing
* Willingness to suspend social life.
* Adaptability
* Persistence
* Flexibility

FIGURE 4.1

[6] The numbers in parentheses represent the number of respondents that suggested the same tools.

The respondents were informed of the statistics which show that ethnic minorities represent a very small percentage of general managers in this industry. The general managers then attributed the under representation to the following factors:

* Young people in the industry do not want to stick with it. They are not willing to sacrifice friendships, or make any other sacrifices for that manner.
* There is a shortage of people who are willing to sacrifice friendships, spare time, etc. for their careers. There isa shortage of people with the willpower and stamina to get to the top. This path is not as rough if the employee is promoted through sales, which is a less demanding route.
* People do not realize what opportunities exist in the industry. They still do not think that blacks could ever rise to prominence.
* Senior management is not comfortable with blacks and other minorities. Minorities are not exposed to the hospitality industry as an option. There is an unwillingness of blacks to put in the time necessary for recognition. Additionally, there is a VERY POOR work ethic of several blacks in the industry.
* Blacks seem to be unable to step up to the plate and accept the challenge. Socialized racism and the absence of mentors for blacks are also contributing factors.
* Fifteen to twenty years ago there were blatant biases and

discrimination. Consequently, blacks were not put into the pipeline. It takes a long time to be trained as a general manager. Over the past five years there have been several blacks entering into that pipeline, which would change those figures in the near future.

* People do not have enough information about the industry.

People are impatient.

People do not want to conform to industry standards.

There is a slow process of promotion.

THE BIGGEST CHALLENGES FACED BY BLACK GENERAL MANAGERS

* Racial stereotypes
* Working hard enough to build a name for yourself
* Learning food and beverage
* Getting accepted and performing to the level of acceptance (it seems that every time you hit a home run, the fence got moved back further and further)
* Maintaining a family while having to relocate constantly and work long hours
* Patience; wanting to be promoted sooner
* Overcoming the stereotype that black could only have back of the house positions
* Personal time management
* Developing good communication skills
* Improving the sense of time and urgency
* Insufficient role models and mentors
* Keeping business afloat in uncertain market
* Getting noticed and being able to get separated from the pack
* Managing a property with little money
* Managing a property with little or no staff
* Managing a property with poor morale and bad guest perception

FIGURE 4.2

The general managers suggested that the hotel industry could attract more blacks into management by doing the following:

* Raise the level of awareness of opportunities in the industry and put blacks in a position to win. Have mentors to whom persons in the early stages of their careers can look for help and guidance. These mentors do not have to be black.
* Better public relations and solicitation. The industry needs to go out and seek blacks for these positions. Have programs that encourage and develop student interest at the high school level.
* Start at the grade and high school levels to promote the positions in the industry. Let young students see black success cases in the industry. It is at that age that kids start developing their career objectives by observing different professionals that come into the schools; eg. police officers, doctors, and the more traditional careers.
* Walk the talk in terms of equal opportunity. Attempt to appreciate the positive things about diversity. Take a proactive stance and reach out to inner city high schools with internships and scholarships.
* The fact that the industry is a $9 billion industry has to be sold to the nonbelievers and the uninformed. Also the industry needs to understand that people need to be

served by other people that look like them, at all levels.

* Companies need to do a better job at recruiting, especially at black schools. They need to do more than just show up at career day fairs and start actively seeking black employees.
* The industry needs to promote itself as a viable alterative to crime and show some genuine concern for the interest and development of blacks once they are in the system.

The general managers suggested that the hotel industry could retain more blacks into management by doing the following:

* First they have to be recruited. Then effective mentorship programs have to be developed. Most importantly, the industry needs to fully understand cultural diversity.
* Training, not in technical skills but management skills and communication skills. Study people and understand them, more programs need to be implemented on how to manage people.
* Mentoring of African Americans. Internal marketing; knowing what it is exactly that the black and other minority employees need to develop their full career potential.
* Offer more fast track positions. Again recruit more high

potential candidates. Develop, implement and stick to succession plans.

* Mentoring is the key.
* It is not an industry problem. The real reason that people leave the industry is because they can't put up with what it takes to be a winner.
* Keep them challenged and developed once they are in.

The respondents were asked to provide any additional commentary regarding the state of blacks in the hospitality industry. Here is that commentary:

#1 No comment.

#2 This respondent felt that anyone coming into the lodging needs to understand that in this industry you are ultimately judged on your performance and work ethic.

#3 This respondent contended that there are lots of opportunity for blacks in the lodging industry. However, blacks should not believe that something is going to be given to them.

#5 The respondent felt that there is tremendous opportunity for blacks in upper level lodging management. The time is now. It was noted that there is significant pressure from black businesses and the community at large for more equal representation at the top. It needs to be understood that black managers can't change the perception of whites, but they can show them dollars,

which is what you ultimately want to see.

#6 Focus on the three skills mentioned earlier. If you are deficient in any of those skills forget a career in this industry. The industry has no time for racism. Major companies do not have time for that type of discrimination. They are too concerned about the bottom line and shareholder wealth. You sometimes feels as though you are selling out because he has a problem with young blacks not being able to write, speak, dress, and work good enough to earn some of the higher level positions. The respondent felt that racism is getting old, and that it is continually being used as an excuse for a lack of productivity. Accordingly, the respondent felt that when white managers get promoted over black managers, it is because they outperformed the black managers, not necessarily because of racism. If forced to do it all over again, the respondent would probably study finance.

#7 The respondent felt that it is a great industry, one which it was a blessing and pride to share in. The respondent would not trade the experience for any other.

ANALYSIS

The results stated in the first part of this chapter will now be analyzed according to the research questions and

propositions of the study. The first stage of the analysis will consist of a discussion of the research question followed by a discussion of the research propositions. The propositions of the study were derived from the research questions.

OUTLINE

The analysis will be grouped in three major areas;

1. Race discrimination
2. Self-imposed or self-controlled factors affecting the advancement of blacks into upper-level lodging management.
3. Internal marketing

RACE DISCRIMINATION

Research Question One Results:

> Does race discrimination affect the recruitment, retention and promotion of blacks into upper level management positions in the lodging industry?

According to the respondents race discrimination does affect the recruitment, retention and promotion of blacks into upper-level management positions in the industry. These perceptions are further explained in the analysis of proposition one.

Proposition One:

> Race discrimination has an adverse affect on the advancement of blacks into the upper-level positions in the lodging industry.

Based on the responses from the seven black general

managers and their observations of the industry, this proposition is largely accurate. As outlined in Table 4.6, there seems to be some general agreement that race does play a major role in the way blacks are treated in the workforce. While the majority of the respondents felt that racism was present, and some of those respondents had actually been subjects of racially discriminatory action, none of them sounded conquered by it.

There are still ways in which blacks can suffer from a form of racism that is nondescript. According to the black general managers, that covert racism comes to bare in employee assessment and placement, recruitment, social inclusion, which is a vital part of the professional experience in the lodging industry.

SELF-IMPOSED FACTORS AFFECTING BLACKS IN UPPER-LEVEL LODGING MANAGEMENT

Research Question Two Results:

> What do black general managers view as the other factors that impede or facilitate the recruitment, retention and promotion of black managers in the lodging industry?

There was some agreement on the notion that black employees in the industry suffered heavily from a lack of mentorship. However, the respondents also stated that blacks should take a proactive role in improving their positions in the industry by procuring certain skills, taking advantage of certain opportunities, and erasing certain traditional family

and societal perceptions about careers and career opportunities in the hospitality industry.

Proposition Two

> There are identifiable self-imposed barriers that impede the recruitment, retention, and promotion of blacks in upper-level management positions therein.

The analysis of this proposition was done by compiling the information from three sets of responses. The first set included what the respondents thought were their biggest challenges while working in the industry. The second set dealt with what the respondents thought were the necessary tools professionals aspiring to management in the lodging industry should have. The last set of responses provided additional recommendations and comments of the respondents to and about blacks in the industry.

Patience

There was unanimous agreement that the greatest self defeating force for blacks in the hotel industry is a lack of patience. The respondents felt that some blacks entertain the notion that advancement to the position of general manager in the hotel industry should be a rapid one. This is not so. It is a long and grueling process for everyone.

During the interviews, one respondent described an experience

which he feels typifies the resignation of many blacks to the issue of advancement in the luxury and full-service hotels.

He was approached by a young exceptional manager, who was at the point of graduation and was considering a career in hospitality. This employee had worked in hotels to fund his education. However, he was worried that there were not many black general managers. His concern was that the lack of representation was an indication that he could never rise to such a position. Hence, he was going to change careers while he could. That young man was influenced to stay and is believed to be on his way to a very high ranking position within that chain.

Work Ethic

The hospitality industry is noted for its heavy demand on time and effort as prerequisites for success. All the respondents stressed the importance of coming into the industry with a strong work ethic in order to gain the recognition necessary for advancement.

Communication Skills

The lodging industry also has a very high demand for good written and oral communication skills. Because the business entails so much so much human interaction, this quality proves to be vital.

INTERNAL MARKETING IN THE HOTEL INDUSTRY

Research Question Three Results:

> What can hotel companies do to enhance management possibilities for blacks and other ethnic minorities within their respective organizations?

All of the general managers feel that hotel companies need to enhance their recruiting for blacks. Most of them believe that these efforts should start as early as the high school level, so as to present careers in hospitality as viable options for black youths. Hotel companies are definitely not capitalizing on internal marketing opportunities as a means of pulling more blacks into the industry. The respondents also stressed a need for more mentorship and support systems for blacks and other minorities within the these hotels.

Proposition Three

> Hotels are not efficiently utilizing internal marketing principles to address the concerns of blacks and other minority employees.

According to the respondents, hotels are not sufficiently utilizing internal marketing principles to address the concerns of their black employees. It was noted that the powers that be in the hotel industry realize that there is a problem with under-representation of minorities in upper-level positions therein. However, internal marketing tools have not been used effectively to address the source of this problem, as perceived by blacks. Even among those blacks that are in management, there is still the perception that race discrimination is largely responsible for the "exclusion" of blacks from these positions. It also seemed apparent that the industry needs to enhance its external marketing just as much

as it needs to enhance its internal marketing efforts.

Summary

The responses of the general managers were in alignment with the three propositions of the study. These responses suggested that the advancement of blacks in upper-level lodging management is affected by race discrimination along with other self-controlled variables. There was not much direct information given about internal marketing. However, when asked about solutions to the problem of under-representation, the suggestions given suggested that there is a need for internal marketing.

C H A P T E R F I V E

SUMMARY AND CONCLUSIONS

Introduction

The recommendations and inferences made in this chapter are based on the perceptions and opinions of a small group of black general managers and corporate executives of well established and reputable chains within the hotel industry. It is expected that the experience that the respondents have in interaction with a diverse set of hospitality employees from all levels of employ and from of all ethnic backgrounds has provided them with a wealth of experience and insight necessary for addressing the issues of this study.

These respondents discussed how variables like education, mentorship, training, race discrimination, and socialization affect the recruitment, retention and promotion of blacks in upper-level management positions in full-service and luxury hotel properties.

Many of the responses, especially the anecdotes, could serve as an update on the state of blacks in the lodging industry.

The persons interviewed, even though agreeing on several

issues, represented two general mind-sets. Most of the respondents believe that racism is largely responsible for the under-representation of blacks in upper level management. However, there were two respondents, one much more so than the other, who believe that all the barriers to these positions are self-imposed or at least can be controlled by blacks themselves.

RACISM IN THE INDUSTRY

It would be naive to entertain the notion that race discrimination does not exists in the lodging industry, when indeed race discrimination exist in the American society at large. Based on the information gathered in this research, racism does have an impact on the advancement of blacks in the lodging industry. Judging from the reactions of the respondents, it would seem as though they expected to encounter some form of race discrimination. They were affected by it on a consistent basis and knew how to deal with it without allowing it to affect their performance or cripple their advancement opportunity.

Irrespective of the amount of laws passed, minorities are still affected by a residue of contempt. Persons who have not yet grown accustomed to dealing with other cultures are still very hesitant to embrace diversity. This is especially true for environments that have been traditionally reserved for members of one race or gender. It will take a significant

amount of time to erase that type of mind-set. The fact that laws and executive orders now mandate increased opportunity and establish punitive measures for discriminatory action, does not mean that there is no race discrimination in the lodging industry. There are still ways in which blacks suffer from a nondescript form of racism. According to the black general managers, that covert racism comes to bare in employee assessment and placement, recruitment, social exclusion. Social interaction is a vital part of the professional experience in the lodging industry.

OTHER FACTORS AFFECTING BLACKS IN UPPER-LEVEL LODGING MANAGEMENT

Race discrimination notwithstanding, there are ways and means whereby blacks can become general managers or corporate executives within the lodging industry. There is tremendous opportunity for blacks, if only they can withstand the fall-out of discriminatory behavior and have the patience, skills and desire to actively seek those positions.

Other than race discrimination and the need for improved marketing efforts, it seems as though the majority of the factors affecting the recruitment, retention, and promotion of blacks into upper-level lodging management are self-imposed or self-constructed barriers. The strongest argument used for the exclusion of blacks from upper-level lodging management is

that there are not enough qualified candidates for those positions. If more qualified blacks were to seek and vie for these upper-level positions, the above argument would be weakened. Hence, it would become more difficult to explain or justify the exclusion. The black general managers themselves said that there were not enough qualified candidates who wanted to stay around long enough to reap such benefits. This is not entirely the fault of the hospitality institution.

Some of the respondents noted and recommended that blacks in the lodging industry should be prepared to work harder than the average white employee. In response to this, some may venture to ask why blacks in the lodging industry should have to endure more than their white counterparts have to or be subject to different expectations when vying for the same positions. There could be a million answers to this unsettling question. However, it could be asked about blacks in almost any industry who feel that they are being treated differently. Nevertheless, they are succeeding.

Education

Most of the respondents came from educational backgrounds rooted in business with a concentration in accounting or finance. In agreement with one of the respondents, blacks coming into the industry should be advised to pursue degrees in business and finance, possibly in addition to hospitality

degrees. This should not be too difficult for blacks coming from the historically and predominantly black schools where most of the hospitality departments are a part of business departments. In these programs, students could much more easily obtain a second major or concentration because the core courses for the hospitality and those for finance and accounting are practically the same.

PROFILE OF SUCCESS

Based on the recommendations of the respondents, there is a certain path that blacks should follow in order to be successful in the hotel industry. Persons pursuing upper-level management positions in the hotel industry should be able to adapt to certain environments, equip themselves with certain skills and develop a success-oriented mind-set. All of the respondents seemed to have the same opinions on what blacks needed to do in order to advance to upper-level management positions in the lodging industry. These recommendations and opinions constitute a model of success:

DEVELOP THE APPROPRIATE MIND-SET

Blacks Seeking Upper Level Management Positions In The Hotel Industry Must First Believe That There Is Opportunity For Advancement To Upper-Level Management

EDUCATION

A Degree in Business Administration
Accounting/Finance/Hospitality Management

TOOLS AND SKILLS FOR BLACK ADVANCEMENT IN UPPER-LEVEL MANAGEMENT

Good Communication Skills
Strong Work Ethic
The Ability To Suppress Ego
Patience

WORK EXPERIENCE

The Average Time of Advancement To General Manager Position is fourteen years six months.

All Employees, Both Black and White Should Expect To Work Excessively Long Hours and Be Open Enough To Move When Expected To Do So

INTERNAL MARKETING IN THE HOTEL INDUSTRY

As stated in Chapter II, employees are the first market of the service company. As such, they are, or should be, the first group to which marketing efforts are directed. The purpose of internal marketing efforts are geared primarily at fostering an environment in which the employees feel their needs are being met. In theory, increased employee satisfaction should yield the company higher productivity through enhanced employee performance.

Apparently, the powers that be in the hotel industry realize that there is a problem with under-representation of minorities in upper-level positions. However, internal marketing tools have not been used effectively to address the source of this problem, as perceived by blacks. According to the respondents, blacks still feel very much excluded from certain advancement opportunities and upper-level positions.

The mere fact that blacks still harbor these feelings of hopelessness and futility indicate that internal marketing is drastically needed.

Failures in the ability of the hospitality industry to provide for its internal customers are contrasted by that industry's zealous attempts to accommodate its external customers, the guests. As the internal customers of the lodging company or property, the employees can also be influenced or manipulated by marketing principles. These marketing principles are utilized to yield a certain level of performance and productivity. The success of the company or property will depend heavily on the utilization of these principles.

Recommendations For Internal Marketing

The internal marketing efforts being made by hotel companies need to be more direct and visible. According to the respondents, it seems as though the biggest problems relating to advancement of blacks into upper-level management are recruitment and retention. Promotion becomes an issue only because blacks are not being actively recruited and persuaded to stay in the industry.

Recruiting

Companies need to develop on-going relationships with black students while they are in college or high school. If companies offer more scholarships and provide more internship

possibilities for minority students while they are in high school, the hotel industry would be better appreciated as a career option for those students. It would also be a statement to blacks within those companies or properties that their employers are serious about the business of inclusion. These recruitment efforts can be facilitated at the college level by establishing better relationships with the Historically and Predominantly Black Colleges and Universities Hospitality Management Consortium and providing scholarships through the respective faculty members of the various institutions. If each of the major hotel corporations should engage in this effort for at least two qualified candidates per year, then there would be at least forty-four potential managers entering the industry every year.

Two of the seven respondents, having attended historically black schools themselves, felt that companies need to enhance their recruiting efforts at the twenty-six black schools with hospitality programs. They commented that these schools are usually excluded from the recruitment campaigns of major hotel companies.

Retention

Companies need to take a proactive stance in developing mechanisms that encourage blacks to stay in the lodging industry. As practiced in other fields, particularly higher education, the use of incentives is one means by which companies can attract more minorities to stay. Rather than

merely expressing a need for an increase in minorities or concern for their discontent, companies can provide more incentives and recognition programs for their minority employees. Companies can encourage blacks to become more involved in pursuing management by instituting programs that offer blacks incentive for involvement in management training programs. These persons would be given training in various management skills and areas.

Mentorship

There is definitely a need to develop mentoring for middle and lower level black employees in luxury and full-service hotels. If employees do not feel a sense of confidence and assurance in upper-level management employees on whom they can rely for guidance, a sense of despondence could quite easily be cultivated. These role models would be more effective if they were black. However, since there is a shortage of blacks to serve in this capacity, programs should be instituted whereby white managers engage in some sort of adoption of lower-level black managers and aid in their overall development. This type of system could also serve as a lesson in diversity for all parties involved.

Promotion

As previously stated, most of the problems leading to the under-representation of blacks in upper-level management stem from problems in recruitment and retention. According to the respondents, their promotions were not that much different

from their white counterparts. Additionally, it is in this area that corporations could be held most liable for discriminatory action. If an employee has performed well in a particular area, based on the most universal of standards, then it becomes more difficult for that company to justify a lack of promotion.

EXTERNAL MARKETING

A considerable amount of external marketing is also necessary for the improvement of blacks in upper-level lodging management. If indeed there are some societal perceptions that dictate whether some persons agree to enter or pursue careers in the lodging industry, then it is important that the industry takes a proactive stance in dispelling some of the myths that exist about its ability to provide equal opportunities for success. The major hotel corporations need to be more sensitive to the images of success that they project to the general public. More advertisements need to portray blacks as persons in general manager and executive positions and other positions of control.

LIMITATIONS

Sample Frame

The biggest limitation if this study was the difficulty to develop a consistent list of black general managers.

Different sources gave different figures or estimations of the total numbers of black general managers. However, most of the sources, especially the general managers themselves, estimated the total number of black general managers to be around sixteen. There is still no certainty about the number of black general managers.

Response Rate

The survey was sent to thirteen subjects but only seven responded. Even though the response rate falls close to fifty percent, a larger response rate would have a yielded broader look at the varying personalities, backgrounds and perceptions of blacks in the position of general manager. Additionally, some of the respondents were parsimonious in giving their opinions and perceptions while others were much more indepth. This could have been attributable to the reluctance of some respondents to share information on such a delicate subject.

Survey

In retrospect, the survey should have had more direct questions relating to marketing. With a major part of the analysis dependent on internal marketing, there was not sufficient information from which such interpretations could be derived.

FUTURE RESEARCH

In the future, attempts should be made to further measure the professional development of black hotel executives by

comparing them to white executives of comparable properties. Possibly, the same questionnaire could be administered to a white sample to see the results and types of responses it would yield. This information would serve to provide comparisons on the impact of racism in the lodging environment from both a white and a black perspective.

There is a significant amount of work that can be done in the area of education. There could be a comparative study done on placement of blacks coming from predominantly white schools and the placement of black students coming from historically and predominantly black institutions. Further, an inclusive or separate study can be conducted on the aspirations and perceptions of management opportunity of black students at historically and predominantly black institutions versus those of black students at predominantly white institutions.

Another possibility is to perform a comparative study on the proportionate amount of whites majoring in hospitality management (or related field) versus the amount of blacks. The intent here is to estimate the amount of potential white management candidates coming into the industry versus the amount of black management candidates. This is especially feasible since there is a trend in the industry to have middle-level employees with at least bachelors degrees.

A similar study can also be done on which would compare the rate of advancement for black general managers and the

advancement times of white managers. A potential research question would be:

> "Does the rate at which blacks and whites in the same company advance to upper level management positions from their point of entry differ?"

There is a possibility that the other two factors of the framework presented in Chapter One (Figure 1.1) can be explored in a separate study. One such option could be a comparative analysis of discriminatory action within the hospitality industry and any other industry of choice. The measure of prevalence could be the amount of Title VII cases brought up against "x" amount of corporations in each industry. This comparison can even be conducted between the hotel and restaurant industries.

CONCLUSION

Increasing the number of upper-level managers from the various ethnic groups to a point where their representation resembles that of the total labor pool and the United States' population is important to the company for several reasons. This becomes apparent as companies aim to benefit from increased business with minority groups and to accommodate the needs of the ever-changing work force in terms of mentorship and other support mechanisms.

At this point, it seems that there are two reasons for

the glaring under-representation of blacks in upper-level lodging management. There is race discrimination, which seems to be an ongoing problem, and there is the reluctance of blacks to assiduously pursue those positions. However, since there is no cure for racism, or one with a history of success, it is incumbent upon the blacks themselves to rise above the odds, as difficult as that may be.

There is simply not enough positive information being circulated about the industry and the opportunities therein for blacks. Even though few, there are cases of very successful blacks in this industry. Two of the respondents of this research are highly ranked corporate executives for their companies. This does not discredit any complaints of race discrimination or exclusion in the industry, but there needs to be more positive publicity about this type of success. These individuals have succeeded, as the others have also done, against whatever odds there might have been.

The increased visibility of success cases could positively affect the perception minorities have of their opportunities within that property or chain. In the case of the lower level minority employees, the presence of a black general manager would serve as an incentive to achieve, but more so as a reminder that such efforts would not go unrewarded. This type of visibility could also be instrumental in attracting more qualified persons into the industry, who might have had similar perceptions about

advancement. The "light at the end of the tunnel" characterizes the visible example of success that serves as a motivating force for minorities to pursue careers within the industry. This is the purpose of internal marketing. Hotel companies need to do a better job at promoting their successful black employees and putting using them as advertizing tools for young blacks coming into the industry.

There is hope that the numbers of black general managers will increase over the next five to ten years. According to one respondent, there has been a significant amount of blacks entering the industry over the past five to ten years with college degrees, some of whom benefited from management training programs. If the average time of advancement to general managers, as reflected by that of the respondents, is fourteen years and six months, then there should be a larger group of black general managers coming out of the management "pipeline"[7] over the next ten years.

The fate of blacks in upper-level management in the lodging industry lies primarily in the hands of blacks themselves. This does not mean that all persons are in favor of blacks advancing to management positions in the industry. There are those who will always have a parochial or exclusionary mentality. That opposition notwithstanding, blacks must acquire the necessary skills, develop the right

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[7]The respondent described the process of preparation for becoming a general manager as a fifteen year pipeline.

mind-set so as to overcome the odds and capture the opportunities for success. The future of blacks in the industry depends on it.

APPENDIX

SAMPLE LETTER

SURVEY INSTRUMENT

PREVIOUS POSITIONS HELD BY RESPONDENTS

APPENDIX A. SAMPLE SURVEY INTRODUCTION LETTER

May 6, 1994

NAME
General Manager
Name of Hotel
Address
City, State Zip Code

Dear Mr./Mrs,

I am a graduate student in the Department of Hospitality and Tourism Management at Virginia Polytechnic Institute and State University, doing research in Hotel marketing and human resource issues. For my Masters Thesis I am studying "Factors affecting the recruitment, retention and promotion of blacks into upper-level management positions in the lodging industry." It is for this reason that I am asking for your help.

The enclosed questionnaire has a dual purpose. The first goal is to identify the factors that black hospitality executives feel contribute to the under-representation of blacks in upper-level management positions in the lodging industry. The second goal is to gather enough information on the executives themselves so as to develop a profile of "successful blacks in hospitality". This part of the study will be carefully monitored by Committee member, Mr. Oliver Childs, of the National Coalition of Black Meeting Planners.

If you would be kind enough to participate in this study, I would be interviewing you by telephone. The interview should take approximately 15-20 minutes. This letter is being sent before hand to ask you for help, to allow you to ponder the issues being explored, and expedite the interviewing process. However, please expect a follow-up call to schedule a telephone appointment.

Your cooperation in this unprecedented study will be highly valuable and greatly appreciated. The results of this study will be forwarded to you upon completion. I would also like to inform you that your anonymity is assured. Thank you for your time and attention to this matter as a humble request for your cooperation in the completion of my research.

Sincerely;

Reuben O. Charles II
Graduate Student, VPI&SU

Enc.

APPENDIX B.
SURVEY INSTRUMENT

Questionnaire To Black General Managers

Interviewee #____ Hotel/Chain:_____

1) How many rooms are there in your hotel?_____Rms

2) How long have you been in your current position? _____yrs

3) Please list the four most recent positions that you have held within a hotel and the time you spent in each position.

Position	Chain	Time
1._____		yrs__mos___
2._____		yrs__mos___
3._____		yrs__mos___
4._____		yrs__mos___

4) How long have you worked in the hospitality industry?
___yrs___mos

5) How satisfied are you with your career in hospitality management?
very satisfied 1 2 3 4 5 very dissatisfied

6) Please indicate the highest level of education that you have received.
High School ____
Associates ____
Bachelors ____
Masters ____
Terminal Degree (PhD) ____

(if higher than High School)

7) Did you attend a Historically and Predominantly Black Institution?
yes___ no___

8) What was your major field of study?
_____

9) Rate the importance of your educational background on you becoming a general manager?
a) very important
b) important

c) unimportant
d) very unimportant

10) Do you think that hotel firms show preference to a particular type of degree?
yes___ no___
If yes, please explain _____
_____
_____

11) How would you describe your advancement in the industry in terms of time?
a) very slow b) slow c) moderate
d) fast e) very fast

12a) Were you involved in any training or development programs during your experience in the lodging industry?
yes___ no___
Please describe_____
_____
_____
_____

12b) How helpful do you think such programs are in preparing an employee for upper level management (GM and Above)?

very helpful 1 2 3 4 5 not helpful

12c) To the best of your knowledge, are training programs offered equally to all employees, regardless or race?
yes___ no___

13) As you entered the hotel industry, how did you rate the likelihood of you becoming a general manager?

very likely 1 2 3 4 5 very unlikely

14) In your opinion, does a person's race affect there consideration or appointment to a management position?
yes___ no___
Please explain_____
_____
_____
_____

15a) How would you describe the receptiveness of your colleagues and subordinates to you as a GM? **(e.g. respect etc)**
Please explain_____
_____
_____

_____
_____

15b) Do you think that your race in any way determines the receptiveness? yes___ no___

16) Do you think that it is important to get involved in social activities or the social culture of your company?
yes___ no___
Please explain_____
_____
_____
_____

17) As a black manager, do you think that more or less was required of you in terms of time, productivity etc..?
yes___ no___
Please explain_____
_____
_____
_____

18) Have you had to overcome any major ethnic stereotypes in your
current position?
yes___ no___
Please explain_____
_____
_____
_____

19) Do you think that white managers are more or less compensated for the amount of time and effort that they put into their work?
more compensated___ less compensated___Eq. compensated___

20) How did your family react when you declared an interest in pursuing a career in lodging?
very impressed 1 2 3 4 5 v. disappointed

21) Do you think that there is some general societal perception of blacks who pursue careers in hospitality management?
yes___ no___
Please explain_____
_____
_____
_____

22) Do you think that these perceptions affect the inflow of black professionals into the industry?
yes___ no___

23) Given your experience, list three special tools that you think young black professionals need if they were thinking of careers in hotel management?

1. _____

2. _____

3. _____

24) Statistics show that ethnic minorities represent a very small percentage of general managers in this industry. List four major factors that contribute to their under representation?

1. _____

2. _____

3. _____

4. _____

25) List three of the biggest challenges you faced as a hotel professional?

1. _____

2. _____

3. _____

26) What could the hotel industry do to attract more blacks into management?

_____
_____
_____
_____

27) What could the hotel industry do to retain more black managers?

_____
_____
_____
_____

28) In your opinion, is racism prevalent in the lodging industry?

very prevalent 1 2 3 4 5 not prevalent

29) Have you ever experienced racism in the lodging industry?
yes___no___
Please explain_____
_____
_____
_____

30) Is there anything in particular that you would like to share about blacks and management in the lodging industry?
_____
_____
_____
_____

APPENDIX THREE

PREVIOUS POSITIONS HELD BY BLACK GENERAL MANAGERS

	Position
#1	1. F & B Director
	2. F & B Director
	3. Assistant F & B Director
	4. Banquet Manager
	5. Corporate Trainee (started in 1981)

	Position
#2	1. District manager
	2. Regional manager
	3. General manager
	4. Catering manager
	5. Assistant F & B manager
	6. Front Office manager

	Position
#3	1. Rooms executive
	2. Executive House keeper (at two properties)
	3. Assistant Executive Assistant manager
	4. Assistant Executive Stewart

	Position	Time
#4	1. Sheraton Hotels	yrs 3
	2. Sheraton NJ: Rooms exec	yrs 10
	3. Washington Comedian Club, Manager	yrs 2
	4. Omni International Detroit. GM, Corporate positions leading to Vice-President Operations	yrs 7

	Position
#5	1. General manager of four Hyatt properties over past 9 years.
	2. Front office manager
	3. sales manager

	Position
#6	1. Front Office manager
	2. Executive Assistant manager
	3. Assistant front office manager
	4. Front desk clerk

	Position	Time
#7	1. General Manager / Nantucket Inn	yr 1 mos 2
	2. Assistant General Manager/F&B Quality Inn	yrs 1
	3. Assistant General Manager/F&B Sheraton	yrs 3

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OBJECTIVE: A position that will utilize my educational experience and conceptual knowledge in the areas in of Business, Marketing, Human Resources and Research, and my practical experience in program coordination and personnel motivation.

EDUCATION:

August 1992 - June 1994 — **VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY**, Blacksburg, Virginia
Master of Science Hospitality & Tourism Management (Marketing & Human Resources)

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EXPERIENCE:

June 1994 - August 1994 — **UPWARD BOUND/TALENT SEARCH**, Virginia Tech
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Responsible for teaching high school seniors in the above-stated areas during intensified summer sessions.

September 1993 - June 1994 — **UNIVERSITY OUTREACH AND INTERNATIONAL PROGRAMS**, Virginia Tech
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Responsible for researching, compiling and circulating information for projects conducted by UOIP, especially the Russia and Guyana projects. Assisted in the coordination of project meetings and establishing and maintaining contact with involved or interested faculty members and other specialists.

May - September 1993 — **HOUSING OPERATIONS**, Virginia Tech
Summer Conference Coordinator
Responsible for reviewing the tenure of contracts signed with incoming groups, supervised the staff that attended to those contractual needs and served as liaison between the incoming groups and other services on campus.

August 1992 - April 1993 — **CULINARY SERVICES**, Virginia Tech, Late Night at Hokie Grill & Company
Director of Operations
Responsible for the management of staff, booking of entertainment, contracting and assigning duties to uniformed Police, developing appropriate Food and Beverage offerings and general supervision of the operation.

May - August 1992 — **DIVISION OF ENROLLMENT MANAGEMENT**, Barber-Scotia College, Concord, NC
Assistant to the Director
Responsible for the compilation of information and rewriting of the Policies and Procedures Manuals.

May - August 1991 — **THE NEW YORK HILTON & TOWERS AT ROCKEFELLER CENTER**, NY, NY.
Manager Trainee
Completed Management Program with major concentration in the Sales Office, Front Office, Engineering, Telecommunications and Human Resources Departments.

ACTIVITIES:

1992 - 1993 — President, The Graduate Hospitality & Tourism Association, (VPI & SU)
1991 - 1992 — Motivational speaker: Targeting disadvantaged youth in the Cabarrus community (BSC)
1990 - 1992 — Student Body President, Member of College Board of Trustees
1990 - 1992 — Student Coordinator and Head Delegate at the Model United Nations Consortium