

Appendix A:
Sample Survey Letter:



UNIVERSITY OF MARYLAND EASTERN SHORE
UNIVERSITIES AT SHADY GROVE

DEPARTMENT OF HOTEL RESTAURANT MANAGEMENT
MICHAEL G. BRIZEK, DIRECTOR

USM Shady Grove Center
9640 Gudelsky Drive
Rockville, Maryland 20850-3480

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January 6, 2003

Dear General Manager:

Hello, I am Michael Brizek a doctoral student in hospitality / tourism management at Virginia Tech. I am currently conducting a follow-up study concerning entrepreneurial activity of managers at the restaurant unit-level. This is a second phase of a test that was conducted earlier. The goal of this test is to possibly validate the previous results yielded from managers responses regarding their opinions of entrepreneurial activity within their respected corporations and at the unit-level. Please take a moment for you and your unit managers to fill-out this questionnaire and return the responses back in the enclosed self addressed envelope. Your participation is essential to further research in this important management area. Thank you for your time and participation in this second survey.

Sincerely,

Michael G. Brizek, FMP, CHE
Director / Lecturer
Department of Hotel and Restaurant Management
University of Maryland Eastern Shore