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A Survey to Determine the Attitudes and Opinions of Young People Toward a Career in Supermarket Management

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A SURVEY TO DETERMINE
THE ATTITUDES AND OPINIONS OF YOUNG PEOPLE
TOWARD A CAREER IN SUPERMARKET MANAGEMENT

A THESIS
SUBMITTED TO THE GRADUATE
FACULTY OF THE SCHOOL OF GRADUATE STUDIES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ARTS

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July 1960

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CHAPTER I

THE PROBLEM AND ITS BACKGROUND

Introduction

One of the most notable developments on the business scene over the past thirty years has been the development of the distribution marvel--the supermarket industry. This phenomenal industry, born in the depths of the great depression of the thirties, has captivated the American people and is fast spreading around the world. The impact of this truly American institution has influenced other forms of retailing which now pattern their operations technique on this system of mass low-cost retailing.

The contribution of the supermarket to the nation's economy has been very significant. As Zimmerman¹ says:

"There is no other retailing method in any of its branches that has made so distinct a contribution to the economic welfare of the nation."

In its brief history the supermarket has contributed directly to many groups. Consumers have benefited by receiving better values, wider variety of merchandise, fresher merchandise, plus a saving in time and energy through one-stop shopping. Supermarket employees have benefited through increased wages, benefits, and working conditions which were unheard of prior to this revolution in distribution. Farmers, processors, and

¹Zimmerman, M. M., The Super Market. New York: McGraw-Hill Book Company, 1955, 321.

manufacturers of food products have prospered because of the tremendous promotional force of the supermarket as a mass distribution system. Not to be forgotten are the manufacturers of supplies and equipment, the transportation industry, the refrigeration industry, and the various financial agencies, all of which have profited from the growth and development of the supermarket industry.

Over the span of three decades the supermarket industry has shown outstanding growth patterns as well as many significant changes. Supermarketing today has changed considerably from what it was a decade or two ago. Supermarkets now stock 5,000 to 7,000 items, many of them unheard of five years ago. Store buildings are larger and have attractive and pleasant surroundings. More emphasis is put on in-store selling activities which has increased the sales per customer. Average store volume has increased substantially with gross margins edging up slightly. The number of employees has risen sharply. Competition is extremely keen. Through greater adoption of labor saving devices and techniques, productivity per employee has increased significantly. These are some of the major changes which have occurred in the supermarket industry as it strives toward maturity.

In reviewing the economic forecasts and the population trends for the decades ahead it becomes evident that the

future is bright for the supermarket industry. However bright the future looks, it does not exist without certain problems. Industry appraisal of the future reveals challenging problems in three areas of supermarketing; (1) merchandising--how to increase volume through selling more customers more merchandise, (2) operations--how to hold the line on rising costs through increased productivity, and (3) people--how to recruit, train and hold employees with potential for supermarket management. As Fleming¹ states:

"The decade of the 60's will see much greater emphasis on development of people within the company. There will be more careful selection of such people and far more intensive training and individual development. We have learned that the brick and mortar, the store layout and all the many physical features of a food store can be fairly well duplicated."

It is the people problem which is paramount in many supermarket companies as they face the future. A prominent industry observer Muller² predicts supermarket growth will not exceed 1,000 new stores per year and that there will be 39,000 supermarkets in 1969 as compared to 30,000 today. Furthermore, he predicts supermarkets to reach 75 per cent of the total grocery store sales by 1969 compared to the 68 per cent they now enjoy.

¹Fleming, Ned, "Employee Development Vital." Food Topics, XV (January 1960), 16.

²Muller, Robert, "Food Retailing in the 1960's" Progressive Grocer, XXXVIII (December 1959), 54-5.

An expanding business such as supermarketing will need thousands of new employees, career people with the capacity to become members of store management. A respected supermarket executive, Axelrod¹ has said:

"Millions of dollars are earmarked for expansion purposes; new territories are added to the scope of many operators; properties are acquired and the attention of executive manpower is focused on new technical developments that will produce greater man hour production, to reduce costs, and to improve efficiency. New production facilities are planned . . . But all of this activity and planning, every bit of it, comes to naught if we fail to realize that if we do not have efficient, alert men with 'know-how' to operate these units, especially at the store level, the fruition of all our labors can never be realized. In short, we have got to add business life insurance to the super market field."

Provision for this kind of insurance is a problem of considerable magnitude. In planning for the future, supermarket companies will consider the traditional sources of store personnel. At a recent management conference² supermarket executives were warned to build an inventory of people now to manage their stores of the future. They were urged to plan their manpower needs for 1965.

One of the important traditional sources of future personnel is the vast group of high school youth many of which

¹Axelrod, Irving, "Training...The Super Market's Business Life Insurance." McCall's Supermarket Buyers' Pocket Letter, V (October 1958), 2.

²"Build Manpower Now For Future, SMI Group Told." Supermarket News, VIII (September 21, 1959), 1

are employed in the supermarket industry on a part time basis. It would seem that this large group of the population might meet the future manpower needs of the industry. However, industry authorities cite their experiences with high school students. They have little difficulty in attracting them for part time employment during high school. Upon graduation, a huge turnover takes place with thousands of qualified young people leaving the industry each year for other occupations. This results in a dearth of new employees from which to develop potential supermarket management. This is an area of concern to the industry.

It is this area of concern to which this study is directed.

The Problem

The purpose of this study is to determine the attitudes and opinions of a selected group of young people toward the supermarket management field as a career.

Method of Investigation

Perusal of pertinent literature in the trade journals of the supermarket industry revealed a noticeable lack of information on the problem under investigation. As a result, it was decided to devise a questionnaire which would yield the data needed for the study.

The questionnaire was submitted to a selected group of 440 young people in a typical marketing area. Composition

of the group consisted of 220 senior boys and 220 junior boys in six public high schools located in six major cities in western Michigan. Table 1 presents data on the distribution and location of the students under study.

Questionnaires were completed by the pupils during a study hall period and returned by mail. A copy of the questionnaire is found in Appendix I.

CHAPTER II

RESULTING DATA

This chapter will deal with the respondents' replies to the questionnaire. Data regarding the respondents' ages are found in Table 1 which reveals 75 per cent of the male youth questioned are seventeen and eighteen years of age.

Table 1
Distribution of Respondents by City and Age

City	Age 16	Age 17	Age 18	Age 19	Age 20	Total
Battle Creek -----	8	32	17	2	2	61
Benton Harbor -----	13	35	19	3	0	70
Grand Rapids -----	24	44	24	1	0	93
Holland -----	11	18	3	1	0	33
Kalamazoo -----	12	43	20	2	1	83
Muskegon -----	21	46	27	6	0	100
Total -----	89	223	110	15	3	440

In addition, Table 2 shows an equal distribution of respondents in the eleventh and twelfth grades.

Table 2
Distribution of Respondents by Grade Level

City	Grade 11	Grade 12
Battle Creek -----	30	31
Benton Harbor -----	35	35
Grand Rapids -----	50	43
Holland -----	23	10
Kalamazoo -----	42	41
Muskegon -----	40	60
Total -----	220	220

The occupational classifications of the respondents' parents are tabulated in the following table. Data collected places 64 per cent of the parents in three occupational areas; laborers, clerical and sales, and craftsman and operatives. In many cases both parents were employed which accounts for the total of 517.

Table 3

Occupational Classification of Respondents' Parents

<u>Occupational Classification</u>	<u>Number Employed</u>
Professional and Technical -----	52
Proprietor and Managerial -----	61
Clerical and Sales -----	101
Craftsman and Operatives -----	93
Service Workers -----	66
Laborers -----	139
Farm and Farm Workers -----	5
<u>Total -----</u>	<u>517</u>

Table 4

Distribution of Respondents by High School Course of Study

<u>Course of Study</u>	<u>Number Enrolled</u>
Business -----	39
College Preparatory -----	227
General -----	165
Vocational -----	9
<u>Total -----</u>	<u>440</u>

In Table 4 the students' courses of study are recorded showing 51.6 per cent enrolled in a college preparatory course and 37.5 per cent enrolled in a general course.

The students were requested to indicate "your overall grade average while in high school." Table 5 summarizes that information pointing out that 60 per cent rank themselves at the "C" level and 26.3 per cent rank themselves at the "B" level.

When asked, "Are you planning to attend college?", 271 or 61.6 per cent replied "yes" and 169 or 38.2 per cent replied "no". Of the group planning to attend college forty-one or 15.1 per cent indicated they are planning to enter a business oriented curriculum. Of the group not going to college twenty or 11.8 per cent plan on entering the retailing field. Three of these people mentioned food retailing as an occupational choice.

Table 5

Letter Grade Averages As Reported by Respondents

<u>Grade Average Reported</u>	<u>Number Reporting</u>
A -----	24
B -----	116
C -----	264
D -----	36
<u>Total -----</u>	<u>440</u>

The selected group of high school junior and senior boys were asked: "As you consider a future occupation how would you rank the following factors: opportunity for advancement, security of employment, good pay, and good working conditions?" They were requested to rank these factors in order of importance on a four point scale from "very important" to "least important". The rankings are tabulated in Table 6. It is noted that the respondents rank security of employment as the number one factor when considering a future occupation. Next in order were; opportunity for advancement, good pay, and good working conditions.

Table 6

Numerical Rankings of Four Factors
Affecting Choice of Future Occupation

Factor	Very Important	Important	Some Im- portance	Least Im- portant
Opportunity for Advancement --	101	190	85	64
Security of Employment ---	214	109	66	51
Good Pay -----	97	106	167	70
Good Working Conditions ---	59	72	126	183

One of the questions asked of the group was, "When thinking of your future occupation does any area of business interest you?" In reply to this question, 180 or 40.9 per cent said,

"yes", business did interest them and 250 or 59.1 per cent said, "no". The respondents were requested to write in which specific area of business interested them. Of the group of 180 who were interested in business, forty-two or 23.3 per cent preferred retailing. Food retailing was mentioned by five of this group.

As a result of this survey it was found that 146 or 33.2 per cent of the students have been or are presently employed on a part time basis in some branch of retailing. Of this group, fifty-three or 36.3 per cent were in the food retailing area, thirty-eight as carry-out boys and fifteen as stock clerks.

The data collected in this survey revealed the thinking of the group regarding their assessment of the supermarket management field as a future career. Results showed 420 or 95.5 per cent of the group would not consider the field as a future career. The group was asked to state their reasons for not choosing the field as a future career. These reasons lend themselves to categorizing and are included in the data in the following table. Outside of "other interests", the factors "low pay", "no future", "long hours", and "no advancement opportunities" account for nearly 71 per cent of the reasons stated.

Table 7

Reasons for Not Considering Supermarket
Management As a Future Career

Reason	Number Responding	Percentage to Total
Low Pay -----	72	17.1
Long Hours -----	41	9.8
No Future -----	57	13.7
Poor Working Condi- tions -----	27	6.4
Uninteresting -----	19	4.5
No Challenge -----	9	2.1
Monotonous -----	14	3.3
No Advancement Opportunities -----	41	9.8
Low Status -----	20	4.7
Other Interests -----	120	28.6
Total -----	420	100.0

Of the high school students surveyed, 333 or 75.7 per cent did not regard the supermarket manager as a business executive. The remainder of the group, 107 or 24.3 per cent did classify the manager as a business executive. When considering responses of the twenty boys who would choose the field as a career, all but two considered the supermarket

manager as a business executive. Also, it is to be noted that 54.7 per cent of the group which has had part time employment in food retailing consider the manager as a business executive.

Data obtained in this survey established an estimation of the average supermarket manager's yearly salary. This information is summarized in Table 8. The salary range estimation responses reflect 74.3 per cent of the students placed it at \$3,000 to \$7,000 annually. A majority of the group choosing supermarket management as a career placed the salary in the \$7,000 to \$9,000 range.

Table 8

Estimation of the Supermarket Manager's Yearly Salary

Salary Range	Number of Responses	Percentage of Total
\$3,000-\$5,000 -----	176	40.0
\$5,000-\$7,000 -----	151	34.3
\$7,000-\$9,000 -----	58	13.2
\$9,000-\$11,000 -----	43	9.8
Over \$11,000 -----	12	2.7
<hr/>		
Total -----	440	100.0

Survey results reported information on the estimated length of the supermarket manager's work week stated in hours.

This information is tabulated in Table 9 which reveals that nearly half of the respondents place the length of the manager's work week in the "over 60" hour range.

Table 9

Estimation of the Supermarket Manager's Work Week

<u>Length of Week in Hours</u>	<u>Number of Responses</u>	<u>Percentage of Total</u>
Under 40 Hours -----	28	6.4
40-45 Hours -----	37	8.4
46-50 Hours -----	46	10.4
51-55 Hours -----	57	13.2
56-60 Hours -----	67	15.2
Over 60 Hours -----	110	25.0
Over 70 Hours -----	95	21.4
<hr/>		
<u>Total -----</u>	<u>440</u>	<u>100.0</u>

The group was asked, "Are any members of your family employed in the supermarket industry?" Out of the 440 questioned, 382 or 86.8 per cent indicated a negative reply. In checking the remainder of the group the fifty-eight respondents listed eighty-eight relatives employed in the industry. The positions of the relatives included: four owners, nine

store managers, four assistant managers, six department heads, five meat men, twenty-three clerks, three bookkeepers, fourteen cashiers, and twenty carry-out boys.

When queried as to the employment of close friends in the supermarket industry, 271 or 61.6 per cent replied that they did have close friends employed in the industry.

As part of the questionnaire, students were asked this question, "Have you ever been exposed to information regarding career opportunities in supermarket management?" The results show that 347 or 78.9 per cent of the group had not been exposed to such information. The group of twenty students choosing the field for a career had been exposed to such information as evidenced by the 90 per cent affirmative response.

It is established by the findings in this survey that the group questioned was relatively unaware of any college offering a curriculum in supermarket management. In response to the question on this subject, 378 or 85.9 per cent were not aware of the existence of such a curriculum.

Of the twenty respondents who would choose supermarket management as a career, only four were aware of college offerings in this area.

CHAPTER III

DISCUSSION OF RESULTS

In conducting this study the objective was to determine the attitudes and opinions which high school junior and senior boys hold regarding the supermarket management field as a career choice. Results obtained clearly portray the image or mental picture which these young people have of this occupational area. The image which emerges from the findings indicates many interesting items for consideration.

When analyzing this image, it becomes apparent that young people in this study did not regard the field of supermarket management very favorably as a future occupation. By considering the reasons given by 95.5 per cent of the respondents for not choosing the field this becomes evident.

The most frequently mentioned reason for not choosing the field was the wage scale. Coincident with this was the respondents' estimation of the supermarket manager's yearly salary. It is to be noted that 40 per cent estimated it at \$3,000 to \$5,000 yearly. Typical comments were as follows:

- "Wage scale too low"
- "Higher pay would interest me"
- "Not enough pay for the responsibilities"
- "Slave wages"
- "Can make more in a factory"
- "Couldn't support family on manager's pay"

This group of high school boys characterized the supermarket management field as a field without a future. However, many of the responses indicated the future was brighter in other areas of the business management field. Along with this, it was obvious the group considered the supermarket field as being void of advancement opportunities. Some of the comments were:

- "Can't see it as a regular job"
- "Future insecure"
- "No future in stocking shelves"
- "Other fields have more to offer"
- "A dead-end occupation"
- "No chance for advancement"

Brought under attack was the factor of long hours to be worked in a supermarket by members of management. This is to be considered in the light of the estimated length of the supermarket manager's work week. Nearly half of the group estimated the work week of the manager to be over sixty hours. Typical comments given were as follows:

- "Just too many hours"
- "Union needed to reduce hours"
- "Other jobs stop at 40 hours"
- "Long hours"
- "Too much work for humans"
- "No time for home life"

The image also portrays the field of supermarket management as being uninteresting, presenting little challenge, having poor working conditions, being monotonous, and having a low status. These factors were supported by many interesting comments, some of which were:

- "Dull work"
- "Anybody can run a store"
- "Back breaking work"

"Inside work unhealthful"
"Do same thing everyday"
"Want more worthy work"
"People bore me"
"Dirty work"
"With education why work in store"
"Better ways to make money"
"Sissy work"
"A low prestige job"

Of interest is the group's assessment of the supermarket manager as a business executive. Three-fourths of the respondents did not regard him as a member of the executive class. This is of significance in describing the image.

According to the data it was revealed that the students who had an employment record in food retailing on a part time basis possessed an image similar to the group at large. This group which had been exposed to the supermarket industry as employees held serious doubts about entering it as a career. Their reasons for not entering it were vehement and centered around the factors of low pay, long hours, and no future. However, they estimated the supermarket manager's yearly salary higher and they did consider him a business executive.

It is important to note that a significantly large number of students in this study had not been exposed to information regarding career opportunities in supermarket management. This, in part, had an influence on the responses given in the study. The data also showed that the group with work experience in food retailing had less exposure to the specific career information under consideration.

Of significance is the fact that this group of junior and senior boys was unaware of college offerings in supermarket management. This is to be considered in view of the fact that two Michigan universities offer curricula in the specialized area. (Michigan State University and Western Michigan University).

Data obtained in this study reveal that the age of the respondent had little effect on the answers given. Also it is noted that the grade level of the respondents did not influence significantly the responses of the group. This is to be expected as the supermarket industry by its very nature exposes itself equally to all high school youth through its services and employment. Supermarkets in the six cities surveyed dominate the food retailing function.

It is to be noted that the parents' occupation had a slight influence on the responses. Sons of parents who were in the professional and technical, proprietor and managerial occupations tended to be more critical of the industry than did the remaining occupational groups.

After thorough analysis it is evident that the "A" and "B" students tended to be as critical of the industry as did the "C" and "D" students. Course of study had little influence on the answers given.

From the data it is apparent that the college bound students were much more critical of the supermarket industry

than those not planning to attend college. In general, this group had a poorer image of the field of supermarket management.

As was expected the twenty boys who were considering supermarket management as a career held a more favorable image. They saw the field as possessing a bright future. Mentioned often were the factors of good pay, security of employment and good working conditions. This group definitely saw the supermarket manager as a business executive establishing his annual salary in the \$7,000 to \$9,000 range. As a group there had been near maximum exposure to career information on the field.

Also it was established that this group had a much larger number of relatives employed in the supermarket industry. Moreover, the relatives occupied positions of management in the supermarket industry.

The findings in this study must be considered in light of what these young people have learned about food retailing. This learning has taken place as a result of their contacts with food stores as customers and part time employees on a direct basis or on an indirect basis through employed friends and relatives. A powerful influence has been that of adults, parents, teachers, and counselors who have built their image on past relationships, direct and indirect, when the food retailing industry was backward.

The adult image was constructed when the industry did have long hours, low pay, hard work, poor facilities, and few advancement opportunities. Food retailing then, represented by the lowly shopkeeper, was looked down upon as one requiring little or no training and one that could be successfully entered after failing everything else.

However, in one generation the food retailing industry with the supermarket leading the way has made rapid progress. Today this giant fifty billion dollar industry has much to offer the young people of America. A top executive in the food business, Burger¹ recently stated:

"Of all major areas of business, none offers so great an opportunity for successful careers as food retailing. Food retailing has now shed the three conditions, low pay, long hours, and lack of opportunity that for so many years have discouraged young men from entering it."

In reviewing the literature on recruiting personnel for the supermarket management field there emerges four principal advantages. A survey of the promotional materials reveals these same advantages. These are: good steady income, advancement opportunities, good working conditions, and security of employment. Indeed, these are potent selling points for the supermarket management field as a career. Additional information on the supermarket manager's job is contained in Appendix II.

¹Burger Ralph, Unpublished year-end report by the President of the Great Atlantic and Pacific Tea Company, New York, New York. (December 31, 1959), (Unpaged).

The findings in this study indicate the respondents consider security of employment, by ranking it first, a very important factor when evaluating a future occupation. Opportunity for advancement was ranked second, good pay was ranked third, and good working conditions was ranked fourth. As stated before, today's supermarket industry offers all these advantages. But despite this, 95.5 per cent of the youth covered by this study would not consider the field of supermarket management as a career.

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

An extensive review of the literature revealed a lack of any research on the problem under consideration in this study. This situation exists despite the concern of industry leaders. It has been commonplace to hear discussion regarding the fact that young people do not give adequate consideration to the supermarket management field as a career. Thus an important source of new personnel to meet future needs remains underdeveloped. It is acknowledged by many industry leaders that this source of future personnel must be fully exploited to keep pace with the ever increasing needs of a dynamic, expanding industry.

It was the purpose of this study to determine the attitudes and opinions of young people toward supermarket management. These have been blended together to form the image which these people hold. This study confirms the contention of most supermarket executives that the group's image is unfavorable.

Images held, whether true or distorted, exert powerful influences on a choice of an occupation by these young people. It then becomes paramount for an industry to convey information to this group which will produce the desired image. In addition, information must be conveyed to all those groups

which influence young people's career decisions. This study reveals the supermarket industry has a real challenge in this area if it is to improve the image.

Conclusions

In so far as the results of this study may be valid, the following conclusions seem defensible:

1. The image held by young people regarding the supermarket management field as a future career is unfavorable.
2. Nearly ninety-six per cent of the respondents would not consider the supermarket management field as a future career.
3. Reasons for not considering the field clustered around the following: low pay, no future, poor advancement opportunities, long hours, poor working conditions. In addition the supermarket manager is not thought of as a business executive.
4. It is evident that distribution of information regarding career opportunities in the supermarket management field has been inadequate. Seventy-nine per cent of the respondents had not received such information.
5. There is an absence of awareness of college curricula in the area of supermarket management.
6. The image held by high school students employed in supermarkets is essentially the same as the group at large.

Recommendations

In the light of the conclusions already made the following recommendations seem reasonable:

1. Definite public relations programs should be developed by the supermarket industry which will convey to the public information which will favorably modify the image of the industry in the mind of the general public. (See Appendix II for such information). Make use of the promotional techniques which have brought success to the supermarket movement.

2. A closer relationship between the supermarket industry and the educational systems should be effected which will carry correct information to administrators, counselors, teachers, and students. Industry people should make frequent visits to schools and colleges participating in career days, assemblies, and classrooms with constructive programs of information.

3. Greater emphasis should be placed on selling the future of the industry to the part time young people now employed in supermarkets. This group should be included as an integral part of the supermarket staff and not regarded as a temporary, burdensome group.

4. Develop and distribute appropriate printed materials which depict the possibilities of a career in supermarket management. Industry cooperation would be practical.

5. Renew efforts to publicize college offerings of supermarket management courses to young people everywhere.

APPENDIX

HIGH SCHOOL OCCUPATIONAL SURVEY - JUNIOR AND SENIOR BOYS

PART I

Please answer all questions as directed. Your sincere replies are appreciated. DO NOT sign your name.

1. Age_____ High School_____

City_____ Grade: 11 12
(Encircle one)

Parents' Occupation : Father_____

Mother_____

2. Course of Study in High School: (Check one)

_____ Business

_____ College Preparatory

_____ General

Other_____

3. Academic information. Please indicate your overall grade average while in high school; (Encircle one)

A B C D

4. Are you planning on attending college? Yes_____ No_____

If yes, what curriculum do you plan on entering?

If no, what occupation do you plan on entering?

5. As you consider a future occupation how would you rank the following factors?
(Rank in order of importance) 1- Very Important- 2- Important- 3- Some Importance
4- Least Important

_____ Opportunity for advancement

_____ Security of employment

_____ Good Pay

_____ Good working conditions

6. When thinking of your future occupation, does any area of business interest you? Yes____ No____

If yes, which area of business?_____

7. Have you ever held a part-time job in retailing? Yes____ No____

If yes, what line of retailing?_____

What was your position?_____

8. In looking to the future, would you choose the field of supermarket management for a career? Yes____ No____

If yes, why?_____

If no, why?_____

9. Would you consider a supermarket manager as a business executive? Yes____ No____

10. What would you estimate the supermarket manager's yearly salary to be? (Check one)

_____ \$3-5,000
_____ \$5-7,000
_____ \$7-9,000
_____ \$9-11,000
_____ Over \$11,000

11. Your estimate of the length of the supermarket manager's work week: _____ hours

12. Are any members of your family employed in the supermarket industry? Yes____ No____

If yes, check which relatives and state their position.

_____ grandfather_____
_____ father_____
_____ mother_____
_____ sister_____
_____ brother_____
_____ uncle_____
_____ aunt_____

13. Are any of your close friends employed in the supermarket industry? Yes____ No____

14. How many of your classmates have chosen supermarket management as a career? No____

15. Have you ever been exposed to information regarding career opportunities in supermarket management? Yes____ No____

16. Are you aware of any college offering a curriculum in supermarket management? Yes____ No____

APPENDIX II

The supermarket manager is truly a business executive. This statement will be verified as one analyzes the scope of this position and the environment in which it exists. Supermarketing is big business and the manager is the key figure.

An attempt has been made to establish factual information on the supermarket manager's job. Information listed below reveals the requirements, responsibilities, and rewards of the job. Additional data from industry sources indicates the characteristics of today's supermarket.

THE SUPERMARKET MANAGER

Position Requirements

Experience Required

Preferably a minimum of 5 years in the food business.

Technical Knowledge and Ability

Familiarity with store operations, merchandising and personnel administration.

Knowledge of customer relations and services.

Ability to carry out merchandising program as planned.

Educational

At least high school graduate.

Managerial Ability

He must have sufficient skill or the capacity to shortly acquire such skill in the following functions:

Managerial Ability (continued)

Planning - Planning his own and subordinates' time and efforts.

Organization - The ability to execute plans, delegate, and follow up on same.

Teaching - Ability to correctly instruct his subordinates in the methods of their various functions.

Motivation - Ability to motivate and inspire subordinates.

Company Policies and Practices - Must know how and be able to implement company policies and practices.

Personality Characteristics

Honesty - Completely dependable, loyal to the organization.

Initiative - Ability to get things started.

Judgment - Ability to arrive at sound conclusions.

Emotional Stability - Ability to maintain equilibrium under pressure, self control.

Expression - Oral and writing ability.

Team Player - Ability to work with others.

Mannerisms - Absence of any unfavorable or irritating personal habits.

Self-Confidence - Sufficient self-confidence, aggressive without being overbearing.

Physical

Health - Good health, energetic, stamina.

Appearance - Neat, clean cut, presentable.

Position Responsibilities

Overall Function

Responsible for the overall profitable operation of his designated store in accordance with company policy and procedure.

Major Responsibilities

Profit - Sees that operating and selling expenses are controlled to realize a net profit.

Merchandising - Sees that maximum sales are gained by effective display and promotion.

Company Policy - Ensures that established company policy is followed.

Personnel - Sees that the human resources assigned to his store are used wisely and developed to full potential.

Position Rewards

Monetary Compensation

Most store managers were paid from \$6,200 to \$10,700 a year. The average was \$7,700. Some made \$11,700 and a few even higher. (1956-57) Managers putting in 46 hours per week made \$7,300 per year. Managers putting in 56 hours per week made \$9,000 per year. 73 per cent of the companies paid cash bonuses to managers and 75 per cent received two weeks paid vacation.

SOURCE: A Survey of Super Market Managers, 1956-57.
Super Market Institute, Chicago, Illinois.

A TYPICAL SUPERMARKET (1959)

Sales Volume, weekly -----	\$38,000
Sales Volume, annually -----	\$1,976,000
Store Size, total area (sq. ft.) -----	20,000
Store Size, selling area (sq. ft.) -----	13,300
Overall Investment -----	\$472,400
Customer Transactions, weekly -----	6,600
Checkouts -----	8
Employees -----	44

SOURCE: Facts About New Super Markets Opened In 1959.
Super Market Institute, Chicago, Illinois.

AVERAGE SALES PER STORE (1958) TEN SELECTED SUPERMARKET COMPANIES

Company	Headquarters	Average Sales Per Store - 1958
A & P	New York, N. Y.	\$ 1,226,392
Safeway	Oakland, Calif.	1,021,342
Kroger	Cincinnati, Ohio	1,236,811
National Tea	Chicago, Ill.	876,516
Food Fair	Philadelphia, Pa.	1,947,368
Weingarten	Houston, Texas	2,759,705
Von's	Los Angeles, Calif.	3,499,481
Publix	Lakeland, Fla.	1,968,359
Jewel Tea	Chicago, Ill.	1,442,242
ACF-Wrigley	Detroit, Mich.	1,819,270

SOURCE: This Week Magazine 8th Biennial Food Study.

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