

DOCUMENT RESUME

ED 069 871

VT 017 461

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TITLE Assisting Local Schools in Modifying Their Business Education Programs. Final Report.  
INSTITUTION Mississippi Univ., University.  
SPONS AGENCY Office of Education (DHEW), Washington, D.C.  
PUB DATE Jun 72  
NOTE 63p.

EDRS PRICE MF-\$0.65 HC-\$3.29  
DESCRIPTORS \*Action Research; \*Business Education; \*Educational Needs; Program Development; Program Evaluation; \*Regional Planning; School Community Relationship; Secondary Grades; \*Vocational Development; Vocational Education

IDENTIFIERS \*North Mississippi; Public Law 90 576

ABSTRACT

The purpose of this year-length project was to provide the structures and procedures which can enable administrative and teaching personnel to update their business education programs in Grades 9 through 12 to fit local needs currently not being met in existing curriculums. To reduce the dropout rate, develop options in vocational education, and utilize existing resources more fully, an investigative team of 26 vocational teachers and counselors representing business education and related fields at the secondary and post-secondary level used questionnaires and interviews to gather data on six occupations: (1) accountants-bookkeepers, (2) office clerks, (3) sales clerks, (4) secretaries, (5) stenographers, and (6) administrative-management trainees. Covering 428 interviews involving 160 jobs with 112 employers in a 21-county North Mississippi area, a nation-wide research advisory committee of educators provided positive and valuable business and community feedback for the project. Recommendations presented include: (1) career guidance for Grades 7 and 8, (2) general and specific responsibilities for program initiation in Grade 9, and (3) the encouragement of the development of essential materials through research grants. (AG)

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**Final Report**

**ASSISTING LOCAL SCHOOLS IN MODIFYING  
THEIR BUSINESS EDUCATION PROGRAMS**

**Research Project in Vocational Education**

**Conducted Under**

**Part C of Public Law 90-576**

**R. Frank Harwood  
University of Mississippi  
University, Mississippi**

**June 1972**

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The project reported herein is being performed utilizing funds made available to the State of Mississippi under provisions of Part C of Public Law 90-576 administered by the office of Education, U. S. Department of Health, Education, and Welfare.

Contractors undertaking such projects under Government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Office of Education position or policy.

R. Frank Harwood  
University of Mississippi  
University, Mississippi

June 1972

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#### ACKNOWLEDGEMENTS

As is true with most social research, this study has been made possible through the cooperative efforts of many generous persons. In a very limited way some of the direct contributions of some are identified in the text. But the meaningful influence on the shape and direction of a number of thoughts and actions came from many sources. From a number of superintendents in 31 counties in North Mississippi; from many of the principals, business teachers, and guidance counselors in 117 public high schools and private academies in this territory; from colleagues, former students, research-minded professionals, alert and understanding businessmen and their employees in Alabama, California, Colorado, Georgia, Illinois, Indiana, Kentucky, Louisiana, Mississippi, Missouri, New Jersey, New Mexico, New York, North Carolina, Texas, and Utah; from friends, relatives, and approximately 600 total strangers at odd hours, in busy and in out-of-the way airports, between planes, and in flight --socially useful ideas can be and were found in a great variety of places. For the personal sacrifices made by many of the research associates in the field--especially the brand new mothers, those with serious illnesses in their families, those who went the second, third, and fourth miles--, for those who altered business and personal schedules for the convenience of this study, for those who opened doors to facilitate gaining some essential inputs, to all of you this investigator is grateful for your many professional and personal gestures. To all who have given hard data, suggestions, criticisms, and encouragement, the writer acknowledges his genuine appreciation.

R. Frank Harwood, Project Director  
University of Mississippi  
University, Mississippi

## SUMMARY

### Time

The official time covered in this study is from 1 July 1971 to 30 June 1972.

### Objectives

1. Educational Personnel The purpose of this study was to provide the structures and procedures that can enable administrative and teaching personnel to up-date the relevance of their programs. Revisions and/or additions to content and requirements of business programs could be tailored to fit local needs which are not currently being met in existing curricula.
2. Students For students in the 9-12th grades, this project intended to develop options in vocational education which are not now available.
3. System For this system, the objectives are better service to the community through a reduced dropout rate and a fuller use of existing resources.
4. The University For the University of Mississippi, the objectives were to meet more fully its responsibilities to all groups in the state by using action-oriented research capabilities to reduce the relative size of the dropout problem and to use more fully the resources available.

### Procedures

This investigation used the tools of descriptive survey normative research, i.e., questionnaires and interviews. In addition to the project director and the three assigned Tupelo vocational teachers representing business, distributive, and trade and industrial education, the investigative team used to gather the field data were vocational teachers and counselors in 18 other high schools, 2 area vocational-technical schools, 1 junior college, and 1 senior college. The original three-member Tupelo field team was expanded to include 23 other research-oriented faculty in 20 other counties in North Mississippi to assure adequate data input within the time parameters imposed.

The teaching experience of members of this team ranged from being in the first year to being in the thirtieth year. With an average of 12 years in teaching, 11 years as vocational teachers, these researchers also averaged more than 5 years in business or management. Three of the investigators had an average of 7 years in fulltime guidance responsibilities.

The Tupelo field team received a total of six sets of field demonstration data-gathering interviews.<sup>1</sup> Other research associates were given simulated interviews to prepare them for their field assignments.

A Research Advisory Council was formed principally through the cooperative efforts of the Tupelo administrative and vocational staff who comprised the local research team. This nine-member Council--eight of whom were selected by Tupelo School faculty or staff, one executive was chosen by the project director--had one major function. Its purpose was to provide essential business community reactions to whatever tentative program proposals might be suggested by the findings in this study.

### Results

From 428 executive-employee-supervisor interviews involving 160 jobs with 112 employers covering one-tenth of one percent (.1%)<sup>2</sup> of the employed population in the 21-county North Mississippi area included in the study, data were gathered on 6 positions. These were:

<u>Position</u>	<u>Number</u>	<u>Percent</u>
Accountants-Bookkeepers	34	21
Clerks (Office)	45	28
Clerks (Sales)	18	11
Secretaries	34	21
Stenographers	4	3
Administrative/Mgt Trainees	25	16
Total	<u>160</u>	<u>100</u>

1. A set of interviews was comprised of a three-interview sequence. After the initial employer contact to establish a working relationship, the first interview was with a principal executive. The second interview was with the employee holding a position from which the investigation required information. Interview three was conducted with the employee's immediate supervisor. Generally, these three interviews required approximately an hour's time in total.

2. In the Erickson study, Basic Components Of Office Work--An Analysis Of 300 Office Jobs, the nonagricultural employment of the Los-Angeles-Long Beach area for 1968 was given as 2,794,200. This study was based on approximately one one-hundredth of one percent (.01%) of the employed population in the area.



According to the federal Standard Industrial Classification the companies cooperating in this study were as follows:

<u>Classification</u>	<u>Number</u>	<u>Percent</u>
Finance, Insurance, Real Estate	32	20
Manufacturing	50	31
Service	18	11
Agri., Mining, Construction	2	1
Transp., Commun., Utilities	5	3
Wholesale, Retail	33	21
Education	11	7
Government	9	6
Total	<u>160</u>	<u>100</u>

For the 160 positions represented in this study, there was a ratio of one male to three females. This compares with a one to four male-female ratio in the Erickson study,<sup>1</sup> and a one to seven male-female ratio in the entire NOBELS investigation. For the Malsbary study, the male-female ratio was one to nineteen. All of these studies were concerned exclusively with office occupations.<sup>2</sup> However, in the administrative/management category of this study there were 24 men to 1 woman.

The employees interviewed had a modal age of 20, a median age of 23, and a mean age of 21. The mean age for 1,232 workers in the NOBELS study was 21 with modal ages of 20 and 21.<sup>3</sup> Typically, the case studied terminated formal education as a high school graduate. In terms of time on the job, the mode was 6 months; the median was 14 months; and the mean was 18 months.

The hypothesis on which this investigation was made was that there are business service areas not currently being met in existing curricula. Information relevant to the principal thrust of the study was obtained from employees who were classified by the investigator as administrative or management trainees. Accordingly, the balance of this report will present those essential findings, analyses,

1. Lawrence W. Erickson, Basic Components Of Office Work--An Analysis Of 300 Office Jobs, South-Western Publishing Co., 1971, p. 5.

2. Dean R. Malsbary, A Study Of Beginning Office Workers In Connecticut, University of Connecticut, 1967, p. 42.

3. Frank W. Lanham, Development Of Performance Goals For A New Office and Business Education Learnings System, Ohio State University, 1970, p. 26.

recommendations, and other considerations relating directly to this aspect of the research.

The responsibility areas for the administrative or management trainees fit into four broad categories. These include operational management, administrative services routine, marketing-related functions, and accounting-bookkeeping-recordkeeping duties. These inputs, together with the employee-identified educational inadequacies and supervisors' suggestions, provide a basis for getting business executive, professional educator, and publisher reactions.

### Evaluation

The Research Advisory Committee of 9 Tupelo executives, plus 6 professional educators from various sections of the country--California, Colorado, Illinois, and Georgia--, and three publishers all offered positive, favorably encouraging responses to the prospective program.

### Conclusions

Commonalities of management problems reach to the lowest echelons of management, i.e., the first rung on the management ladder. These positions are typically outside the office and typically are occupied by young men.

The nature of the identified responsibilities is such that the attitudes, knowledge, skills, and understandings required can be developed in a program to meet student and industry needs. With both the relatively recent high school graduate represented in this study and his immediate supervisor providing inputs that are essentially descriptive of business operational and administrative disciplines, the academic implications of responsibility and opportunity are clear.

Vocational business education and the other vocational departments have the joint responsibility to meet these unfilled needs. The opportunity is to develop cooperatively the kinds of programs that will achieve at least three objectives.

Most importantly, the successful development of a program of Training for Realistic Action by Concentrating on Kinetics (T R A C K IV--Management) through Business Operational and Administrative Training (B O A T) can serve some young men in an exciting and meaningful way that is not currently possible.

Secondly, the essential teamwork to develop, teach, and administer a program meeting the needs highlighted in this investigation can provide at least two direct benefits. The vocational teachers involved will come to know in a first-hand way to their students' advantage some of the critical managerial business functions. This

bonus to the students will be reflected both in course content and methods used.

The third anticipated major objective would be enhanced business community goodwill and support. This would come as a consequence of two factors. In the first place, the necessary additional dialogue with members of the business community requiring their inputs essential to the program development is the kind of involvement that generates interest of a high order. Secondly, because successful graduates of the proposed Business Operational and Administrative Training Program can reduce the cost of hiring, training, and retaining prospective first echelon management trainees, a more favorable labor cost factor can help Tupelo employers gain or maintain a competitive edge.

#### Recommendations

Three areas of service consideration are given attention. First, guidance is the channel through which at least some of the preparatory phases of the proposed new program should be directed. Therefore, Recommendation One is for a beginning. Designate specific organizational responsibility to implement a full program in career guidance for grades 7-8.

Secondly, broad, yet specific, suggestions are offered for a Business Operational and Administrative Training Program. Details are given in the body of this report. Recommendation Two is to designate specific organizational responsibility to initiate the first phase of this program, ninth grade.

Recommendation Three is to encourage through research grants the development of essential materials. Materials are needed for the career guidance elements of this proposed program, grades 7-8, and for the Training for Realistic Action by Concentrating on Kinetics (T R A C K IV--Management) through Business Operational and Administrative Training (B O A T), grades 9-12. A pilot system, such as the Tupelo Schools could be, will need sufficient research support to implement Recommendations One and Two.

## I. THE PROBLEM

### Assisting Local Schools In Modifying Their Business Education Programs

This was an investigation to gather information relevant to structures and procedures needed to assist local schools to modify their educational programs into broader concepts. These data can help administrators and teachers to devise and implement programs realistically tailored to their areas of service.

#### A. Needs

1. Educational Personnel The dropout rate is one critical measure indicative that schools are falling short of their objectives to help prepare youth to cope with some of life's problems. According to the State Department of Education data, Mississippi is losing approximately 37 percent of its high school students as dropouts between the 9-12th grades (1960-68).<sup>1</sup> If educational personnel were competently equipped to meet the needs of this group, the severity of this problem with economic and social consequences would be reduced.
2. Students Of the students who dropped out of school between the 9-12th grades in 1966-68, 20 percent were reported as having discontinued school because they: 1. Disliked school; 2. Had academic difficulty; 3. Developed behavioral problems; or 4. Found a lack of appropriate curriculum.<sup>2</sup> New programs with a different interest appeal, structure, and degree of relevancy could remove some of these reasons for some of the prospective dropouts.
3. Systems Superintendents in 22 of 27 systems throughout the state, interviewed in May-June, 1969, gave positive evidence of endorsement and support of an action-oriented research program aimed at the dropout problem.<sup>3</sup>
4. The University Because the University is responsible to serve students from all ethnic, economic, and geographic categories in the state, there is the need to use more fully present resources for the solutions to socially relevant problems. According to Dean McNew, the graduate faculty is currently being used to 35 percent of its teaching capability. There is a need to exercise this University leadership to develop exemplary

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1. Statistical Data Bulletin, State Department of Education.

2. School Dropouts by Reason, 1966-67 and 1967-68, State Department of Education.

3. R. Frank Harwood, "WANTED: Partners To Work A Gold Mine," Business Education Forum, November, 1970, p. 50.

programs which may serve to encourage other institutions to strive for new and broader services dealing with this problem. Solving vital problems, using fully available resources, and exercising leadership are fundamental to the University.

### 3. Related Literature

Dr. Dean R. Malsbary, University of Connecticut, directed "A Study Of Beginning Office Workers In Connecticut." This work, which was concluded in 1967, answers with statistical parameters and descriptive detail these basic questions.<sup>1</sup>

1. What are the characteristics of the major employers?
2. Who are the beginning office workers (descriptively) and what is their background?
3. What is the work performed by the beginning office employee?
4. What knowledge, skills and other characteristics are needed by beginning office employees?

Malsbary identified 130 major employers in Connecticut, 85 (65 percent) of these agreeing to cooperate in his study. From these companies, his five research assistants interviewed 522 beginning office workers.<sup>2</sup> These input data came from Standard Industrial Classifications in the following order: Finance, Insurance, and Real Estate, 47 percent; Manufacturing, 40 percent; Service, 1 percent; Utilities, 10 percent; Wholesale, Retail, 2 percent.<sup>3</sup>

Of those included in this study, 96 percent were female and 90 percent were under 22 years old. More than 80 percent graduated from a public high school in Connecticut with only 25 percent having taken any courses beyond high school.<sup>4</sup>

Clerical and machine operation comprised 77 percent of the positions studied. Stenographic and secretarial accounted for 9

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1. Malsbary, op. cit., pp. 114-120.

2. The 1960 Connecticut total employment figures are reported as 1,010,444, clerical employment being 162,437, 16 percent of the total. These 522 cases represented five one-hundredths of one percent (.05%) of the total labor force and approximately three percent (3%) of the clerical force.

3. Malsbary, op. cit., p. 44.

4. Ibid., p. 42, 116.

percent; bookkeeping and computational, 9 percent; customer contact, 5 percent.<sup>1</sup>

Among Malsbary's summary statements are these, which he says "...appear to be needed, regardless of the job family in which the worker's job is classified. These include: How to write numbers legibly... spell correctly...do basic arithmetic."<sup>2</sup> He cited two personal characteristics as being especially important to job success: Accuracy in the work and a sense of responsibility. Other characteristics indicated as important were: Regularity of attendance, dependability, neatness of work, being well organized, and ability to work well with supervisors.<sup>3</sup>

In his 1968 report on findings relating to automated data processing from 353 businesses in 39 states, drawn from a population of 28,000 businesses, Dr. F. Kendrick Bangs, University of Colorado, wrote, "Communication skills, both oral and written, are demanded of data processing personnel. Both...management...and...employees ...recognize a weakness...which is not being remedied by our educational institutions."<sup>4</sup>

In Dr. Anna Mahaffey's study of changing occupational skills and requirements needed by office employees in Illinois, she offers some guidelines that merit consideration for curriculum development. Her essential theme is a reiteration of a number of long-accepted, but perhaps limitedly practiced, principles. "Curriculum," she states, "must be based on current job standards and the initial needs of workers in specific local occupations."<sup>5</sup> She also adds, "Counselors must be made aware of the objectives and the scope of business education; business teachers must avail themselves of testing and guidance services."<sup>6</sup> One of the more cogent of Mahaffey's

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1. Ibid., p. 45.

2. Ibid., p. 120.

3. Ibid., p. 119.

4. F. Kendrick Bangs, Curricular Implications Of Automated Data Processing For Educational Institutions, University of Colorado, 1968, p. 11.

5. Anna Mahaffey, Changing Occupational Skills and Requirements Needed by Office Employees and Technological Developments in Office Equipment and Procedures and Implications for Office Education in the Seventies, University of Illinois, 1969, p. V-9.

6. Loc. cit.

observations is in her treatment of the question of programs for students with special needs. "Potential dropouts can be directed when the teacher offers alternatives. Alternatives in the form of special courses must necessarily begin with the individual."<sup>1</sup> Implicit in this statement, of course, is that the administration has provided flexible means for the faculty to offer alternative options. In dealing with personality development she writes, "The ability to communicate and interact successfully with people, to accept responsibility, and to be capable of leadership are developed not by talking about these qualities but through opportunities to practice them..."<sup>2</sup>

Dr. Frank W. Lanham, Wayne State University, was the project director for "Development Of Performance Goals For A New Office And Business Education Learnings System." Published in 1970, this study developed "...an inventory of 375 educational specifications in behavioral terms that represent basic tasks performed by 16-24 year old office workers." These data were collected in interviews with 1,232 office employees by "A consortium of five institutions with contracts through the Center for Research and Leadership Development in Vocational and Technical Education..."<sup>3</sup> Eighty-one percent of these interviews came from employers having 100 plus employees.<sup>4</sup> In summary, for emphasis Lanham repeats three fundamentals as recommendations to "...be inserted immediately in all current instruction leading to office job preparation."<sup>5</sup> One, require "absolute accuracy." Two, develop oral and written "communication skills adequate to instruct others or to modify office actions..." Three, teach organizing and classifying numerical and verbal data.<sup>6</sup> Then he adds, "The number of interaction critical incidents reflecting 'thin-skinned,' angry workers almost caused us to add a 'fundamental' related to social graciousness in dealing with people within and without the business organization."<sup>7</sup>

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1. Ibid., p. V-10.
  2. Ibid., p. V-11.
  3. Lanham, op. cit.
  4. Ibid., p. 33.
  5. Ibid., p. 291.
  6. Loc. cit.
  7. Ibid., p. 292

Dr. Lawrence W. Erickson, Dean, UCLA Graduate School of Education, reported on his responsibility in NOBELS in Basic Components Of Office Work--An Analysis Of 300 Office Jobs, South-Western, Monograph 123, May, 1971. In his summary of findings Erickson identifies these important components.<sup>1</sup>

<u>Basic Components of Office Work</u> <u>(5% or More of Total Job Time)</u>	<u>Percent of 300 Jobs in</u> <u>Which Component Occurred</u>
1. Communicating with Others (Interpersonal Relations)	90%
2. Sorting, Filing, and Retrieving	71%
3. Typewriting	49%
4. Checking, Computing, and Verifying	47%
5. Collecting and Distributing	21%
6. Operating Business Machines (other than typewriter and ADP equipment)	18%
7. Operating Automatic Data Processing Equipment (ADP)	14%
8. Taking Dictation	10%
9. Supervising, Planning, and Training	3%
10. Analyzing Procedures and Flow Charting	3%

Among his conclusions and recommendations, he offers specifics in development of communicating skills. These include providing being "...placed in situations where they have to engage in problem-solving activities."<sup>2</sup> He suggests that "...they need to develop some concept of...cost..."<sup>3</sup> Erickson further emphasizes a need to develop initiative and to provide students with "...opportunities to learn to cope with interruption, priority decisions, and the pressure of attending to several tasks in almost simultaneous sequence. They should see how the performance of one component affects that of another...how their job performance affects and is affected by others."<sup>4</sup> He also notes, "Working accurately under the pressure of time occurred with high frequency in the criteria."<sup>5</sup> In

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1. Erickson, op. cit., p. 22.
  2. Ibid., p. 23.
  3. Loc. cit.
  4. Ibid., p. 27.
  5. Ibid., p. 29.



Erickson's concluding statement, he writes, "...business education at the secondary school level...is concerned with problem-solving, decision-making, and action...In this way, the skills, knowledges, and attitudes needed by the worker in the business world are developed and refined."<sup>1</sup>

There is a growing awareness among educators that there are vocational fields of opportunity for those who plan to terminate their formal education at graduation from high school. In an interview with this investigator, Otis Fitzgerald, a production manager in the home office of Gregg Division, McGraw-Hill Book Co., made available a number of occupational cluster schematics. These drafts, developed by USOE/DVTE, illustrate the grade positioning of Pre-Vocational and exploratory experiences with "Operations" at the 7-9 grades. In each of the 12 clusters there are blocks to represent content concepts for the 10-12 grades. These "content blocks" include for high school level inputs "Management," "Mid-Management," "Supervision," and "Personnel." See Manufacturing Cluster in Appendix A. The date on the revised drafts is 4-1-71. This evidence of some of the thinking of the educational leadership in the USOE/DVTE that the management concept needs consideration, exposure, and input at the high school level supports the hypothesis of this study.

In summary, these selected research reports from relatively recent major investigations give an insight to some of the thinking and evidence provided by some of the leaders in business education. Only a few of the common threads of needs for accuracy, communicative skills, and responsibility have been reported here. However, these may be sufficient to suggest that there appears to be a similar pattern woven into some of the fabric of these studies. The recurrence of the reported findings gives credence to the universality of the need for these characteristic requirements, talents, and traits.

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1. Ibid., p. 31.

## II. OBJECTIVES

- A. Educational Personnel The purpose of this study was to provide the structures and procedures that can enable administrative and teaching personnel to up-date the relevance of their programs. Revisions and/or additions to content and requirements of business programs could be tailored to fit local needs which are not currently being met in existing curricula.
- B. Students For students in the 9-12th grades, this project intended to develop options in vocational education which are not now available.
- C. System For this system, the objectives are better service to the community through a reduced dropout rate and a fuller use of existing resources.
- D. The University For the University of Mississippi, the objectives were to meet more fully its responsibilities to all groups in the state by using action-oriented research capabilities to reduce the relative size of the dropout problem and to use more fully the resources available.

## III. PROCEDURES

Basically, there were ten major steps involved in this investigation.

- A. Determine the school system most suitably qualified to become the principal cooperating agency.
- B. Develop an appropriate data-gathering instrument.
- C. Prepare the staff for the field phase of the study.
- D. Create a field reporting system.
- E. Devise alternate strategies.
- F. Gain approval of alternate strategies.
- G. Summarize, analyze, and report findings.
- H. Get business community and professional evaluations and reactions.
- I. Find resources that may prove helpful to implement recommendations.
- J. Make specific recommendations.

Preliminary field contacts were made with school systems in Corinth, Iuka, Prentiss County, Pontotoc, Ripley, Tupelo, and Tishomingo County in July-August, 1971. Based on the following criteria, a working agreement was concluded with the Tupelo School System.

- A. The dropout rate of students in the 9-12th grades was sufficiently high to be a point of major concern at the decision-making echelon in the system.
- B. There was the willingness and ability of the cooperative system to underwrite ten percent (\$611) of the budgeted cost of the project.
- C. Administrative and teaching personnel in the pilot system were authorized appropriate released time to devote to the project.

- D. Reasonable access to an executive committee of the governing school board was assured.
- E. The business community surrounding the selected system gave evidence of a cooperative spirit conducive to the probable development of new educational structures.

Using earlier research of Malsbary,<sup>1</sup> Lanham,<sup>2</sup> and Erickson<sup>3</sup> with appropriate adaptations, extensions, and modifications, a 15-page data-gathering instrument was developed in September. See Appendix B.

Staff briefings and field interview demonstrations were given in October-November for the Tupelo research team. They were given an overview of the project, informed of the objectives, and shown with six actual case interview demonstrations how the data were to be gathered. A Weekly State Research Report form (this investigator's) was distributed through the assistant superintendent's office. Mr. Rieves, the assistant superintendent, was designated by Dr. Holladay, superintendent, as the local team leader for the project. For this reason, the principal investigator suggested that the report form be implemented through Rieves' office as a line item.

The principal directive given to the research team in terms of the type of interview to seek was "...that which is representative for entry-level positions and/or positions available within five years of high school graduation." No quotas or ratios were set for SIC categories or positions. No attempt was made to select cases on any prescribed basis, i.e., randomly, stratified sample, or any other proportionate means. Each investigator selected employers who were cooperative and who in the judgment of the field worker were typical of his community.

In December, courtesy calls were made on J. W. Rial, Executive Vice President, Bank of Mississippi, and T. W. Muse, North Mississippi Medical Center. These two were the first to be identified by the Tupelo field staff (Mrs. B. L. Rieves) as having accepted invitations to serve on the Research Advisory Committee.

In January, 1972, the principal investigator met with Dr. Holladay, Tupelo superintendent, and Assistant Superintendent Rieves to discuss possible solutions to the problem of an inadequate field data input. In addition to a renewed emphasis on the need being stressed by the superintendent to the local team, it was agreed that a broader data

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1. Malsbary, op. cit., pp. 135-158.
  2. Lanham, op. cit., pp. 302-307.
  3. Erickson, op. cit., pp. 1, 5.

base would also be acceptable. With this latter concept endorsed, additional field research associates in North Mississippi were recruited and given simulated interviews to prepare them for their field work. Also, data being gathered with the same instrument in a parallel study by this researcher were added to the Tupelo input. Thus, the project ultimately benefited from a field force of 27, including the principal investigator. In addition to the University of Mississippi, this team of vocational teachers and counselors represented 19 high schools, 2 area vocational-technical schools, 1 junior college, and 1 senior college in 21 counties in North Mississippi.<sup>1</sup> See Appendix C for sources of field inputs.

Preliminary data summary and analysis began in February, even though field recruiting for research associates continued through February. Follow up and field contact work extended into early April.

In March, the only Research Advisory Council members, Rial and Muse, were given opportunities to react to a summary of the preliminary findings. Additionally, Dr. Holladay was given a limited briefing of the developing concept.

In April, computer coding work was done to facilitate some aspects of the data summarizing task. The final field reports were received on 10 April, 1972.

Preparations were made in April for field trips to examine hardware, software, and other resources that might serve some of the needs of the prospective program.

Personal conferences were held with the remaining members of the Research Advisory Council who were appointed in April. Evaluations of resources and evaluative reactions from professional educators and publishers progressed throughout April, May, and into June.

A research symposium was held on 6 May to glean from some of the research associates whatever added values or information that might have been gained outside the direct inputs from the data-gathering instrument.

A final oral report of findings and recommendations was made in May to the Tupelo administrative staff and research team. The final written report was submitted to the Tupelo School System on 16 June 1972.

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1. As one of the five area data collection directors for NOJELS, Dr. Herbert A. Tonne, State University of New York at Albany, used 38 field interviewers to get data for 252 cases. The average of 7 cases for each interviewer is coincidentally the same for this study.

#### IV. RESULTS

There were at least 399 note recorded interviews by the principal investigator to:

1. Scout the territory;
2. Survey the prospects;
3. Appoint a principal cooperating agency;
4. Recruit research associates;
5. Confer with educators and other consultants;
6. Lend assistance to the field efforts;
7. Examine hardware and software;
8. Evaluate other programs;
9. Facilitate the ongoing process of data collection and summary;
10. Get business and professional reactions;
11. Disseminate some of the findings limitedly.

A list of the principal residual resources sifted from some of the foregoing contacts is given in Appendix D. Appendix E gives other data sources.

From 428 executive-employee-supervisor interviews involving 160 jobs with 112 employers covering one-tenth of one percent (.1%)<sup>1</sup> of the employed population in the 21-county North Mississippi area included in the study, data were gathered on 6 positions. These were:

<u>Position</u>	<u>Number</u>	<u>Percent</u>
Accountants-Bookkeepers	34	21
Clerks (Office)	45	28
Clerks (Sales)	18	11
Secretaries	34	21
Stenographers	4	3
Administrative/Mgt Trainees	25	16
Total	<u>160</u>	<u>100</u>

The 21 counties in this study are 26 percent of Mississippi's 82-county governmental units, having 23 percent of the state's land area and 22 percent of the population. Data for 24 of the 25 Mississippi cities indicate approximately 15 percent of the state's retail sales tax were collected in the markets included in this study.<sup>2</sup>

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1. In the Erickson study, Basic Components Of Office Work--An Analysis Of 300 Office Jobs, the nonagricultural employment of the Los-Angeles-Long Beach area for 1968 was given as 2,794,200. This study was based on approximately one one-hundredth of one percent (.01%) of the employed population in the area.

2. "City Sales Tax Collections, January, 1972," The Oxford Eagle, March 30, 1972.

According to the federal Standard Industrial Classification the companies cooperating in this study were as follows:

<u>Classification</u>	<u>Number</u>	<u>Percent</u>
Finance, Insurance, Real Estate	32	20
Manufacturing	50	31
Service	18	11
Agri., Mining, Construction	2	1
Transp., Commun., Utilities	5	3
Wholesale, Retail	33	21
Education	11	7
Government	9	6
Total	<u>160</u>	<u>100</u>

For the 160 positions represented in this study, there was a ratio of one male to three females. This compares with a one to four male-female ratio in the Erickson study,<sup>1</sup> and a one to seven male-female ratio in the entire NOBELS investigation.<sup>2</sup> For the Malsbary study, the male-female ratio was one to nineteen. All of these studies were concerned exclusively with office occupations.<sup>3</sup> However, in the administrative/management category of this study there were 24 men to 1 woman.

The employees interviewed had a modal age of 20, a median age of 23, and a mean age of 21. The mean age for 1,232 workers in the NOBELS study was 21 with modal ages of 20 and 21.<sup>4</sup> Typically, the case studied terminated formal education as a high school graduate. In terms of time on the job, the mode was 6 months; the median was 14 months; and the mean was 18 months.

The hypothesis on which this investigation was made was that there are business service areas not currently being met in existing curricula. Information relevant to the principal thrust of the study was obtained from employees who were classified by the investigator as administrative or management trainees. Accordingly, the balance of this report will present those essential findings, analyses, recommendations, and other considerations relating directly to this aspect of the research.

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1. Erickson, op. cit.
  2. Lanham, op. cit.
  3. Malsbary, op. cit.
  4. Lanham, op. cit.

A. Administrative or Management Trainee

The responsibility areas for the administrative or management trainees, as identified by responses to the open-ended question, "Briefly describe what you do in a typical day," fit into four broad categories. These include operational management, administrative services routine, marketing-related functions and handling money, and accounting-bookkeeping-recordkeeping duties.

The operational management responsibilities most commonly encountered included supervision, maintenance of morale, meeting customer and employee problems. The uniqueness of this group of responsibilities may be seen in the non-routine character of the requirements demanded by these duties.

Administrative services requiring special knowledge and skills included equipment maintenance, completing forms (computer and others), placing and using purchase orders, preparing reports, and writing letters. These duties are met principally by following the patterns devised for routine procedures.

In the marketing-related functions the tasks fit into three general patterns. One, packing stock, handling incoming merchandise, working with inventory, and shipping finished goods, including the manual labor of loading trucks, were common to the positions investigated. Two, sales, wrapping, order filling, handling cash (registers, deposits, petty cash) were commonly identified responsibilities. Three, in a more limited number of cases, advertising, display, and sales promotion duties were included in these verbal job descriptions.

Accounting-bookkeeping-recordkeeping duties involved preparing a variety of accounting forms, and keeping production and payroll records.

B. Employee-Identified Educational Inadequacies

In terms of knowledge, skills, and understandings the participants felt are now needed but which were not developed in school these findings are reported. The verbalizations varied to this non-structured question, as could be anticipated. However, 60 percent of these young people said that a better understanding of the demands and rewards in business was essential to move more comfortably and efficiently through the transition from high school to their job requirements. Approximately one-third of the administrative or management trainees identified inadequacies in how to deal with people, this skill not having been developed in school. Communicative skills (including grammar, speech, and telephone), a better knowledge of business organization, technical knowledge relevant to equipment and materials, mathematics, accounting-bookkeeping-recordkeeping, the importance of accepting responsibility, and salesmanship were among other knowledge, skills,

or understandings that were also reported as now needed but not developed in school.

### C. Supervisors' Suggestions

Among the more commonly offered suggestions from supervisors of the administrative or management personnel in the companies involved in this study were those dealing with fundamental management knowledge, skills, and understandings. To improve programs to prepare more adequately beginning business employees the following summary may offer a structural framework that will merit consideration.

1. Give an awareness and some capability to appreciate and/or handle first echelon management problems (cost concepts, discipline, growth development, initiative development, leadership, responsibility, safety).
2. Develop communicative skills.
3. Improve human relations knowledge, skills, understandings.
4. Demand more in the traditional business education subjects-- bookkeeping, office machines, typewriting.
5. Place more emphasis on applied mathematics.
6. Broaden the base of distributive and diversified occupations to more management perspective.

### D. Reactions

Reactions to this concept were sought from three principal sources. The executives who comprised the local Research Advisory Committee were the first from whom reactions were sought. The second group were some of the professional educators around the nation. In the third category, text publishers were given an opportunity to evaluate existing materials for such a program. If their texts did not adequately meet prospective needs, they were asked about the feasibility of producing new resources for this prospective market. A brief summary of these reactions follows.

1. Research Advisory Committee In essence, each of these executives was asked whether young men having business operational and administrative training to develop the capabilities identified in this study would be suitable candidates for employment as prospective management trainees.
  - a. T. W. Muse, North Mississippi Medical Center, indicated that his organization is now using a backup man in records, taking computer work. He further stated that a backup man (under-study) in plant and maintenance and perhaps in food service could be a possibility.
  - b. J. W. Rial, Executive Vice President, Bank of Mississippi, said, "Yes, we could use men with these kinds of skills and



- knowledge. Putting them in a formal training program could take 3-5 years." He viewed favorably the cost alternatives of high school business graduates as compared to college graduates as trainees, giving appropriate consideration to the direct and indirect variables. He estimated an initial cost advantage in hiring the high school graduate in the range of \$2,500-\$3,000 annually.
- c. Billy Glover, Personnel Manager for 10 Blue Bell plants said, "We could use someone with this kind of orientation. As a matter of fact I am just a high school graduate. Mr. Rial, our Belmont plant manager, is a high school graduate, and two of his trainee supervisors are high school graduates."
  - d. Mrs. Lois Mize, executive secretary, Regional Rehabilitation Center, had a favorable reaction to the idea of an expanded, manager-type of business program.
  - e. Rick Grubbs, Manager, Ford Shoe Store, the only manager in a chain of 85 stores with a college degree (he majored in accounting at Mississippi State), said that a high school graduate starts as a trainee at approximately \$5,000 a year. The college graduate would start earning about \$1,500-\$2,000 more a year. It was interesting to note that his store and the chain are carrying several shoes of his own design. As a point of information, he was a trainee for approximately 18 months and has been a manager for about the same length of time. He may be 24-25 years old.
  - f. John Miller, Manager, Food Service, Walgreen Drug Store, said, "We're in desperate need for trainees. We're waiting now for graduates from the Jackson, Tn., community college program. But, it's expensive to import help. It would give an employer a cost advantage of \$1,500 a year to hire a high school graduate versus a college graduate. Training time to manage a food operation could be as little as six months, if the trainee is mature." Mr. Miller has been with Walgreen approximately three years.
  - g. Gary Gunther, Personnel Manager, Krueger Metal Products, spoke in terms of using young men to work toward lead men positions. He gave an estimate of an \$1,800 cost advantage, plus less turnover, in the use of high school graduates as trainees versus college graduates as trainees. Lead men earn in the range of \$5,500-\$6,250 annually.
  - h. William R. Allen, Employment Manager, Super Sagless, said, "As you were going through the summary of the kinds of knowledge, skills, and understandings of the proposed program (Business Operational and Administrative Training), I thought, 'That's what our supervisors do.' High school graduates with such a background would be attractive." In response to the question, "What do lead men make?" he said, "\$10,000." They have 7-10 such positions at all times.
  - i. Luther Davis, Manager, Major Appliance Department, Woolco, said, "We need young men for training."

These executives, all of whom have employment authority with the exception of Mrs. Mize, were asked if they would assist the high school in some way with the guidance responsibilities for this kind of program. Without exception, the responses were affirmative. This investigator mentioned the use of testimonials in a brochure and brief talks to student groups as possible means to help get this program under way. Whatever the guidance and vocational teachers may want to do, these men seem willing to lend their talents in the development of a program of service along the lines described.

## 2. Professional Educators

These men and one woman were interviewed to see if their experiences could provide an insight that might suggest problems or limitations that had not been considered. Their thinking was also tapped to find possible resources to develop needed materials to bring the prospective program out of theory into reality.

- a. Dr. Anna Mahaffey, Assistant Professor, Department of Vocational and Technical Education, University of Illinois, Champaign-Urbana, expressed a keen interest in the concept. She has a definite interest in the production of materials for such a program.
- b. Dr. Robert L. Ferguson, Professor, Chairman of the Department of Business Education, Western Illinois University, Macomb, said, "Looks good. This is a logical development."
- c. Dr. Lawrence W. Erickson, Dean, Graduate School of Education, University of California at Los Angeles, commented, "This is an exciting concept. It could provide an opportunity to serve a great number of young men who are not being reached."
- d. Robert W. Fuller, Career Education Specialist, Clovis Unified School District, California, who is now developing career education guidance materials, said, "I am impressed with what you are undertaking; I can see some real possibilities for developing units with student involvement." Fuller is the co-author of a South-Western payroll accounting text and a pioneer in the development of simulated office training programs.

After citing Marland's statement, "...80 percent of the jobs in the coming decade will not require a degree,"<sup>1</sup> Fuller said that the thrust of the Clovis System is to open up more avenues to their students to explore and to develop their specialties. Their 7-9 grade career guidance materials are to funnel students into these new pathways.

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1. S. P. Marland, Jr., "Career Education: Every Student Head for a Goal," American Vocational Journal 47, March, 1972, p. 36.

- e. Dr. F. Kendrick Bangs, Professor, Chairman of the Department of Business Education, University of Colorado, Boulder, readily endorsed the idea and added, "Work in this area is certainly needed."
  - f. Dr. Russell Mercer, State Supervisor of Business and Office Education for Georgia, said, "We do need something in business (education) for young men."
3. Publishers Because text materials are so important to most vocational courses, these sources were included on a limited basis.
- a. Charles Templeman, Senior Editor, high school texts, South-Western Publishing Co., Cincinnati, said, "We're beginning to get some field inputs that suggest this kind of a market."
  - b. Dr. David Weaver, Senior Editor, Gregg Division, McGraw-Hill Book Co., New York, stated that his company has the kinds of materials needed for this program in the planning stage.
  - c. Barry Spatz, Drake Publishing Co., New York, displaying the flexible posture characteristic of a small house, eager to find new markets, would welcome manuscripts or even outlines to put authors to work.

At the local level in Tupelo, within the school administration, the faculty research team members, and among the participating executives who served on the Research Advisory Council, there has come to be an awareness of yet another means by which the same students and the business community may be served. Dr. Holladay, in a brief conference with this investigator on 30 March, 1972, has accepted in principle the concept of a new curricular track. On 22 June he added that the Tupelo System would probably start with something in the 6-9 grades, using some of the materials suggested in the investigator's report. In his letter of 26 June he states, "The suggested addition to our curriculum for our business operational and administrative training beginning in the 9th grade offers some very exciting material to present to our students. It has been suggested that our staff begin to implement this program as soon as possible." See Appendix F.

Among those professional educators, publishers, and the limited number of research specialists contacted, there has been a reception of this concept ranging from cautiously encouraging to excitingly enthusiastic. Perhaps, among both the local groups directly participating and those with national resources and inputs, the most important accomplishment is in their starting to consider the possibilities of a high school program of Training for Realistic Action by Concentrating on Kinetics (T R A C K IV--Management) through Business Operational and Administrative Training (B O A T).

## V. CONCLUSIONS, IMPLICATIONS, RECOMMENDATIONS

Commonalities of management problems reach to the lowest echelons of management, i.e., the first rung on the management ladder. These positions are typically outside the office and typically are occupied by young men.

The nature of the identified responsibilities is such that the attitudes, knowledge, skills, and understandings required can be developed in a program to meet student and industry needs. With both the relatively recent high school graduate represented in this study and his immediate supervisor providing inputs that are essentially descriptive of business (operational and administrative disciplines, the academic implications of responsibility and opportunity are clear.

Vocational business education and the other vocational departments have the joint responsibility to meet these unfilled needs. The opportunity is to develop cooperatively the kinds of programs that will achieve at least three objectives.

Most importantly, the successful development of a program of Training for Realistic Action by Concentrating on Kinetics (T R A C K IV--Management) through Business Operational and Administrative Training (B O A T) can serve some young men in an exciting and meaningful way that is not currently possible.

Secondly, the essential teamwork to develop, teach, and administer a program meeting the needs highlighted in this investigation can provide at least two direct benefits. The vocational teachers involved will come to know in a first-hand way to their students' advantage some of the critical managerial business functions. This bonus to the students will be reflected both in course content and methods used.

The third anticipated major objective would be enhanced business community goodwill and support. This would come as a consequence of two factors. In the first place, the necessary additional dialogue with members of the business community requiring their inputs essential to the program development is the kind of involvement that generates interest of a high order. Secondly, because successful graduates of the proposed Business Operational and Administrative Training Program can reduce the cost of hiring, training, and retaining prospective first echelon management trainees, a more favorable labor cost factor can help Tupelo employers gain or maintain a competitive edge.

Recommendations are for three areas of service. First, guidance is the channel through which at least some of the preparatory phases of the proposed new program should be directed. There-

fore, Recommendation One is for a beginning. Designate specific organizational responsibility to implement a full program in career guidance for grades 7-8.

Secondly, broad, yet specific, suggestions are offered for a Business Operational and Administrative Training Program. The details of Training for Realistic Action by Concentrating on Kinetics follow on pages 24-26. Recommendation Two is to designate specific organizational responsibility to initiate the first phase of this program, ninth grade.

Recommendation Three is to encourage through research grants the development of essential materials. Materials are needed for the career guidance elements of this proposed program, grades 7-8, and for the Training for Realistic Action by Concentrating on Kinetics (T R A C K IV--Management) through Business Operational and Administrative Training (B O A T), grades 9-12. A pilot system, such as the Tupelo Schools could be, will need sufficient research support to implement Recommendations One and Two.

Content and Resource Suggestions for

T R A C K IV (Management)

TrainRing for Realistic Action by Concentrating on Kinetics

through

B O A T

Business Operational and AdmAnistrative TrainTing

IX Grade

A. Orientation

1. Exploring a Business Career
  - a. Career Fair--set up with local community development foundation; St. Louis had 21,000 different job opportunities presented in this kind of a program in April, 72
  - b. "The World of Work" (cassettes), Educational Resources, South Orange, New Jersey.
  - c. "Lead the Field," (tapes) Conant Corporation, Chicago
2. Business Careers Outside the Main Office

B. How to (Earn a Living)

1. Get a Job
  - a. How to Find and Apply for a Job, Kelly and Waters, South-Western
  - b. You and Your Job, Blackledge, Blackledge, and Kelly, South-Western
2. Keep a Job
3. Earn a Promotion
4. Build a Career
  - a. "There's Genius in the Average Man," (film) Master Industries
  - b. "A Successful Man in His Own Right," (film) Master Industries

C. Business Communications

D. Applied Business Mathematics

**X Grade**

**A. Business Operating Services--Skills**

1. **Equipment and Plant Maintenance**
  - a. **Field**
  - b. **Shop**
  - c. **Guest Speakers**
  - d. **Projects**
2. **Dealing with People**
  - a. **Business Behavior, South-Western**
  - b. **Customer problems**
  - c. **Employee problems**
  - d. **Motivation Advance Program, Combined Motivation Education Systems**

**B. Administrative Management Services**

1. **Information Input**
  - a. **You Are A Data Processor, South-Western**
  - b. **Computer, People, and Data, South-Western**
  - c. **Clerical Office Typing, South-Western**
2. **Recordkeeping for Accounting-Bookkeeping Purposes**
  - a. **Clerical Recordkeeping**
  - b. **Projects**
3. **Business Communication**
  - a. **Written**
    - (1) **Effective English for Business Communication, South-Western**
    - (2) **English the EZ Way, South-Western**
    - (3) **Business Correspondence/30, Gregg**
  - b. **Oral**

## **II Grade**

### **A. Business Operating Services--Skills**

- 1. Marketing**
  - a. Sales Promotion and Advertising, South-Western
  - b. Customer problems and cases
  
- 2. Production**
  - a. Inventory and related problems
  - b. Unit planning--math
  - c. Employee problems
    - (1) Human Relations Kit, McGraw-Hill Book Co.
  - d. Leadership problems and projects
    - (1) Born To Be Great, Master Industries
    - (2) Interaction Laboratory Materials, Triokol
  - e. Plant and equipment maintenance  
(Projects)
  
- 3. Field experience**

### **B. Administrative Management Services**

- 1. Bookkeeping related to interest areas**

## **XII Grade**

### **A. Business Operating Services--Skills**

- 1. Operational problems (non-routine)**
  - a. Projects
  
- 2. Administrative problems**
  - a. Projects
  
- 3. Marketing problems related to interest areas**
  - a. Projects
  
- 4. Production problems in area of specialization**
  - a. Projects
  
- 5. Field experience**



## VI. CLOSING STATEMENT

The Tupelo School system has done a lot to provide better educational services for its students. Professionally, it is recognized that there is still much work to do if more opportunities are to be opened to those who are not currently being served with existing programs--or if there are better ways to serve the needs of some who are in current programs. But as Gene I. Maeroff quotes Dr. Hyrum Smith, head of the anti-dropout program, USOE, "Changing the educational system is what keeps kids in school."<sup>1</sup> The dropout gives evidence that his needs are not being met. As Paul Harvey wrote in a recent editorial, "...it is 'need' which determines the greatest opportunities and the highest rewards..."<sup>2</sup>

Rivarol once wrote, "Taleas are a capital that bears interest only in the hands of talent." This concept, the idea of developing a management educational and training program at the high school level, has been given favorable reception from talented professionals from coast to coast, as herein reported. There is sufficient talent in the Tupelo School System to make such a program interest bearing capital for a greater Tupelo economic community.

On 4 June on a flight between Durango and Cortez a public accountant from San Antonio, Willard King, was relating how he and a group of church friends had purchased 2,860 acres of grazing mountainous ranch lands in Colorado. After claiming to have had no previous experience in selling or raising capital for a "big deal," in essence he remarked, "My enthusiasm must have been contagious. By golly, if you have the will and enthusiasm, you can find a way to get something done." This particular thought was used as the central theme in a recent article which seems apropos here. "Your will power becomes the can do power that does!...The business courses you develop can start a revolution in your community in your high school because your imagination, initiative, and ingenuity ignited the spark...You can do it! Through some of the lives of the young men you can reach in male-oriented business courses you can affect eternity--and find greater professional fulfillment."<sup>3</sup> To reiterate Willard King's remark, "By golly, if you have the will and enthusiasm, you can find a way to get something done."

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1. Gene I. Maeroff, "New Hard Look Is Taken At Penalties Life Imposes On High School Dropouts," The Commercial Appeal, May 11, 1972, p. 28.

2. Paul Harvey, "Educators shifting gears: Back to the skills," The Oxford Eagle, June 8, 1972, p. 6A.

3. R. Frank Harwood, "If You Have the Will..." The Balance Sheet, October, 1971, pp. 66, 69.

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APPENDIXES

Developed by: USSS  
 Draft  
 Revised  
 DATE 4-1-71

Cluster for  
 MANUFACTURING

Secretary Question 1-2-3-4-5-6	Pre-Vocational and Exploratory 7-8-9	Skill Development and Related Knowledge 10-11-12	Options Area Grade 12
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Sights & Sound  
What Are The  
Occupations?

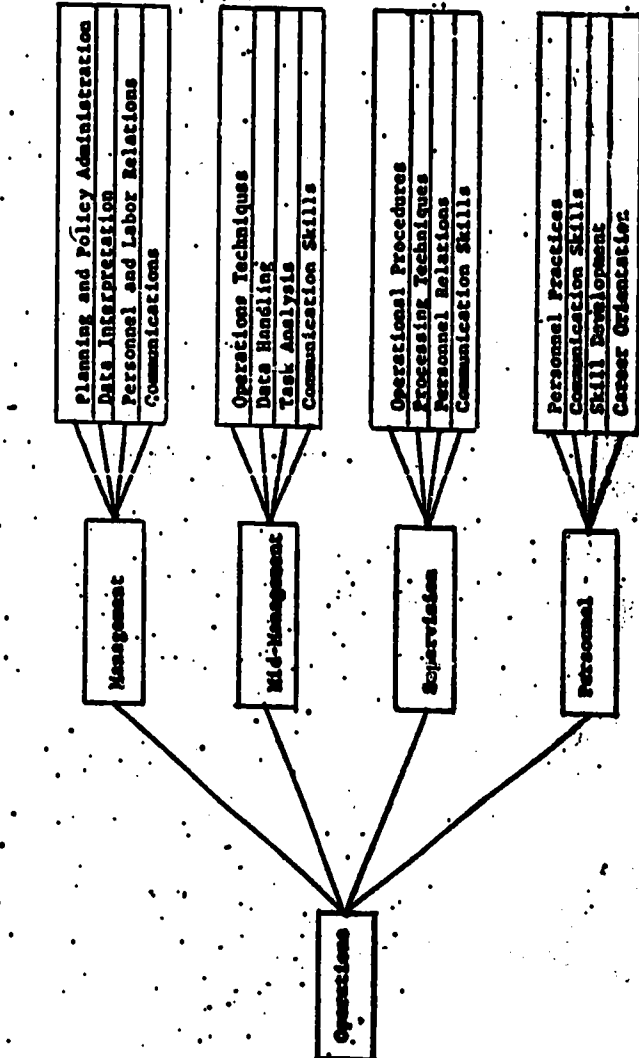
Who Works  
In These  
Occupations?

What Is Life  
Style of  
People?

Who Do People  
Work With?

Where Are  
These Jobs?

How Do They  
Accomplish  
Their Jobs?



Job Placement

Apprenticeship  
and  
Adult Education

Post-Secondary  
Occupations:  
Skill Training

Advanced  
Education  
(4-Year College  
Or More)

Appendix B

Interviewer \_\_\_\_\_

PART I

MANPOWER INTERVIEWS  
for  
BUSINESS OCCUPATIONAL PROFILES

I. Company Data  
(Card 1)

A. Name \_\_\_\_\_ Code \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

B. Executive Contact (8-10) \_\_\_\_\_

Telephone \_\_\_\_\_ Title (11) \_\_\_\_\_

Employee Supervisor (12-14) \_\_\_\_\_  
(if different from executive contact)

C. Standard Industrial Classification (this unit only)

- |                                                         |                                   |
|---------------------------------------------------------|-----------------------------------|
| 1. (15)___ Finance, Insurance,<br>Real Estate           | 7. (21)___ Wholesale, Retail      |
| 2. (16)___ Manufacturing                                | 8. (22)___ Federal (Education)    |
| 3. (17)___ Service                                      | 9. (23)___ Federal (Noneducation) |
| 4. (18)___ Other - Agriculture,<br>Mining, Construction | 10. (24)___ State (Education)     |
| 5. (19)___ Transportation                               | 11. (25)___ State (Noneducation)  |
| 6. (20)___ Communications,<br>Utilities                 | 12. (26)___ Local (Education)     |
|                                                         | 13. (27)___ Local (Noneducation)  |

D. Total employees at this unit (28) 24-  $\frac{\quad}{1}$  25+  $\frac{\quad}{2}$  50+  $\frac{\quad}{3}$  100+  $\frac{\quad}{4}$   
 (fulltime)  
 Office and trainee employees (29) 4-  $\frac{\quad}{1}$  5+  $\frac{\quad}{2}$  10+  $\frac{\quad}{3}$  20+  $\frac{\quad}{4}$   
 (fulltime)

E. Number of office and/or trainee employees in these job entry positions (not requiring an education beyond high school)

Position	Number		Annual Additions or Replacements (34-35)___
	Male	Female	
1. Accountants or Bookkeepers (30-31)	____ (32-33)___	____ (34-35)___	____
2. Clerks (office)	(36-37)___	(38-39)___	(40-41)___
3. Clerks (sales)	(42-43)___	(44-45)___	(46-47)___
4. Secretaries	(48-49)___	(50-51)___	(52-53)___
5. Stenographers	(54-55)___	(56-57)___	(58-59)___
6. Administrative or Management Trainees	(60-61)___	(62-63)___	(64-65)___

F. Beginning office and/or trainee employees\* currently employed (66-67) \_\_\_\_\_

(\*Having from 0-6 months experience prior to employment)

G. Do you have job descriptions for beginning office and/or trainee positions? (68) Yes 1 No 2

If yes, a copy for each position would be helpful for this study.

(Column No. Blank)

**MANPOWER INTERVIEWS**

Company \_\_\_\_\_ Code \_\_\_\_\_ Interview No \_\_\_\_\_ Date \_\_\_\_\_  
 (Card 2; 1-11 identity) (1-7)

**Part I Employee Information**

**I. General**

- A. Name (8-10) \_\_\_\_\_ Position (11) 1 2 3 4 5 6  
 Circle one
- B. Sex Male (12) 1 Female 2
- C. Birthdate (13-14) \_\_\_\_\_  
 Year
- D. Highest school grade completed (15-16) \_\_\_\_\_

**II. Employment**

- A. What office or trainee positions have you held prior to your starting to work for this company? If none, write NONE in first space.

Position	Months Employed	Place "x" in appropriate columns		
		Part-time	Summer Only	Full-time
(17) _____	(18-19) _____	(20) _____	(21) _____	(22) _____
(23) _____	(24-25) _____	(26) _____	(27) _____	(28) _____

- B. Date of full-time employment with this company (29-30) \_\_\_\_\_  
 Year

- C. Positions held with this company (list present job first)

Position	Months	Part-time	Summer	Full-time
(31) _____	(32-33) _____	(34) _____	(35) _____	(36) _____
(37) _____	(38-39) _____	(40) _____	(41) _____	(42) _____

- D. If promoted, what is the title of the next position up the organizational line? (43-58) \_\_\_\_\_

1. Would your present education, training, and experience qualify you for a promotion to this job? (59) Yes 1 No 2 Don't Know 3

2. If "No," what additional qualifications would you need? (60)

Additional education 1 More experience on job 2  
 Self-improvement of present skills 3 Pass proficiency tests given by company 4

Other (details, please) \_\_\_\_\_  
 5

III. Job Description

A. Briefly describe what you do in a typical day.

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B. Indicate the activities or duties that you perform during a typical day, as well as those which you perform occasionally. (Start Card 3; 1-11 identity)

		Job 1					
		Daily			Occasionally		
		Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)
<u>Accountant or Bookkeeper (11)</u>							
1.	Record transactions in journals direct from source documents (12)						
2.	Post verbal and numeric data (13)						
3.	Check and verify vouchers (14)						
4.	Reconcile bank statements (15)						
5.	Take care of ledger forms (16)						
6.	Take trial balance (17)						
7.	Prepare working papers for Operating Statement and Balance Sheet (18)						
8.	Prepare Operating Statement (P & L) (19)						
9.	Prepare Balance Sheet (20)						
10.	Assist in writing reports (21)						
11.	Filing, mailing out customer bills, answering telephone (22)						
12.	Compile reports to show cash receipts and disbursements (23)						
13.	Handle payroll details (24)						
14.	Prepare tax reports (25)						
15.	Type and prepare monthly statements for customers (26)						
16.	Make adjusting journal entries (27)						
17.	Make closing journal entries (28)						
18.	Close books (ledgers) (29)						
19.	Make reversing entries (30)						
20.	Other _____ (31)						
21.	_____ (32)						
22.	_____ (33)						
23.	_____ (34)						

Column 80; Punch 3

Clerk (Office) (11)

1. Sort, distribute, and route mail (12)
2. Open, date stamp mail (13)
3. Handle details of outgoing mail (14)
4. Write or type bills, statements, receipts, checks or other documents copying information from one record to another (15)
5. Compose and type routine correspondence (16)
6. Complete blank forms (17)
7. Type form letters (18)
8. Type tables and/or statistical material (19)
9. Prepare stencils and/or materials for duplicating (20)
10. Operate duplicating equipment (21)
11. Take machine transcription (22)
12. Verify totals on forms, bills (23)
13. Maintain files (24)
14. Receive money (25)
15. Prepare bank deposits (26)
16. Answer telephone (27)
17. Other (28)
18. \_\_\_\_\_ (29)
19. \_\_\_\_\_ (30)
20. \_\_\_\_\_ (31)

Job 2					
Daily			Occasionally		
Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)

Column 80; Punch 3



Clerk (Sales) (11)

- 1. Make sales (12)
- 2. Give information (13)
- 3. Handle complaints (14)
- 4. Maintain sales records (15)
- 5. Assist with credit applications (16)
- 6. Contact delinquent accounts by phone (17)
- 7. Receive money (18)
- 8. Other (19)
- 9. \_\_\_\_\_ (20)
- 10. \_\_\_\_\_ (21)
- 11. \_\_\_\_\_ (22)

Job 3					
Daily			Occasionally		
Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)

Column 80; Punch 3

Secretary (11)

- 1. Take dictation (12)
- 2. Take machine transcription (13)
- 3. Handle appointment calendar (14)
- 4. Make transportation and hotel arrangements (15)
- 5. Read and route incoming mail (16)
- 6. Maintain files (17)
- 7. Screen incoming calls (18)
- 8. Place outgoing calls (19)
- 9. Keep financial records (20)
- 10. Write minutes of executive and staff meetings (21)
- 11. Respond to routine letters (22)
- 12. Supervise other office personnel (23)
- 13. Prepare stencils and/or other material for duplicating (24)
- 14. Operate duplicating machines (25)
- 15. Use calculating machines (26)
- 16. Other (27)
- 17. \_\_\_\_\_ (28)
- 18. \_\_\_\_\_ (29)
- 19. \_\_\_\_\_ (30)

Job 4					
Daily			Occasionally		
Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)

Column 80; Punch 3

**Stenographer (11)**

- 1. Take dictation (12)
- 2. Take machine transcription (13)
- 3. Maintain files (14)
- 4. Answer telephone (15)
- 5. Act as receptionist (16)
- 6. Complete blank forms (17)
- 7. Type form letters (18)
- 8. Type tables and/or statistical material (19)
- 9. Prepare stencils and/or materials for duplicating (20)
- 10. Operate duplicating equipment (21)
- 11. Other \_\_\_\_\_ (22)
- 12. \_\_\_\_\_ (23)
- 13. \_\_\_\_\_ (24)
- 14. \_\_\_\_\_ (25)

Job 5					
Daily			Occasionally		
Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)

Column 80; Punch 3

		Job 6					
		Daily			Occasionally		
		Over 3 hrs. (1)	1--3 hrs. (2)	Less than 1-hr. (3)	Weekly (4)	Monthly (5)	Yearly (6)
<u>Administrative or Management Trainee (11)</u>							
1.	Serve on assignment to sales manager* (12)						
2.	Give information (13)						
3.	Handle complaints (14)						
4.	Maintain sales records (15)						
5.	Assist with credit applications (16)						
6.	Contact delinquent accounts by phone (17)						
7.	Receive money (18)						
8.	Assemble or fill orders (19)						
9.	Work with delivery or shipping department (20)						
10.	Assist in preparation of promotional material (21)						
11.	Assist in handling incoming and outgoing mail (22)						
12.	Type form letters (23)						
13.	Operate all duplicating machines (24)						
14.	Audit purchase and sales invoices (25)						
15.	Serve on assignment to production manager** (26)						
16.	Help maintain inventory control records (27)						
17.	Other _____ (28)						
18.	_____ (29)						
19.	_____ (30)						
20.	_____ (31)						
21.	_____ (32)						
22.	_____ (33)						
23.	_____ (34)						
24.	_____ (35)						
25.	_____ (36)						
26.	_____ (37)						
27.	_____ (38)						
28.	_____ (39)						
29.	_____ (40)						
30.	_____ (41)						

\*Use lines 18-21 for specialized duties relating to Item 1, if not covered elsewhere

\*\*Use lines 22-25 for specialized duties relating to Item 15

**NOTE:** If assignments are made to other functional managers, please identify on line 26 or forward, as needed.

C. Indicate the extent to which you use any of this equipment.  
(Start Card 4; 1-11 identity)

	Daily			Weekly Only			Monthly Only		
	Over 3 hrs. 1	1--3 hrs. 2	Less than 1-hr. 3	Over 3 hrs. 4	1--3 hrs. 5	Less than 1-hr. 6	Over 3 hrs. 7	1--3 hrs. 8	Less than 1-hr. 9
1. Adding machine, ten-key (12)									
2. Adding machine, full keyboard (13)									
3. Addressing machine (14)									
4. Billing machine (15)									
5. Bookkeeping machine (16)									
6. Calculator, key-driven (17)									
7. Calculator, printing (18)									
8. Calculator, rotary (19)									
9. Checkwriter (20)									
10. Copyholder (21)									
11. Dating machine (22)									
12. Duplicator, fluid process (23)									
13. Duplicator, stencil process (24)									
14. Duplicator, offset (25)									
15. Envelope opening machine (26)									
16. Envelope sealer (27)									
17. Photocopying machine (Xerox, Thermofax, etc.) (28)									
18. Postage meter machine (29)									
19. Postal scale (30)									
20. Shorthand machine (31)									
21. Telephone switchboard (32)									
22. Transcribing machine (33)									
23. Typewriter, electric, pica (34)									
24. Typewriter, electric, elite (35)									
25. Typewriter, manual, pica (36)									
26. Typewriter, manual, elite (37)									
27. Typewriter, IBM Executive (38)									
Unit record equipment:									
28. Card key-punch (39)									
29. Verifier (40)									
30. Reproducer (41)									
31. Vari-Typer (42)									
32. Others (Please list) (43)									
33. _____ (44)									
34. _____ (45)									
35. _____ (46)									

Column 80; Punch 4

Interviewer \_\_\_\_\_

PART III

Business Occupational Profiles

Company \_\_\_\_\_ Code \_\_\_\_\_ Interview No \_\_\_\_\_ Date \_\_\_\_\_  
(Card 5; 1-11 identity) (1-7)

Part I Employee Information

I. General

A. Name (8-10) \_\_\_\_\_ Position (11) 1 2 3 4 5 6  
Circle one

Part II Employee Preparation

II. Education

	High School	Town	State	Grades Attended			
A. (12-14)	_____	(15-16)	_____	(17-19)	10 <u>1</u>	11 <u>2</u>	12 <u>3</u>
(20-22)	_____	(23-24)	_____	(25-27)	10 <u>1</u>	11 <u>2</u>	12 <u>3</u>
(28-30)	_____	(31-32)	_____	(33-35)	10 <u>1</u>	11 <u>2</u>	12 <u>3</u>

B. Year Graduated (36-37) \_\_\_\_\_

C. Are you now taking, or have you taken, any post-high school courses or training? (38) Yes 1 No 2

1. If yes, where? (39) Adult Ed. 1 Business College 2  
 Jr. College 3 Four-year College 4 Company Training Program 5  
 Correspondence 6 Other 7

2. If yes, what courses or training have you taken? (40-42)

\_\_\_\_\_  
\_\_\_\_\_

D. Which school curriculum did you take? (43) Business 1  
College-Business 2 College Prep 3 General 4 Vocation-Technical 5



Business Occupational Profiles

(Continue Card 5; Start Card 6)

E. Which business courses did you take in high school?

No./Terms (Semesters)	Rank	No./Terms (Semesters)	Rank
(38) Advertising	(39-40) _____	(68) General Business	(69-70) _____
(41) Bookkeeping	(42-43) _____	(71) Office Practice	(72-73) _____
(44) Business Math	(45-46) _____	(74) Office Machines	(75-76) _____
(47) Business English	(48-49) _____	(77) Recordkeeping	(78-79) _____
(50) Business Law	(51-52) _____	End Card 5; Identification Col. 80	
(53) Business Organization	(54-55) _____	Start Card 6	
(56) Consumer Education	(57-58) _____	(1) Salesmanship	(2-3) _____
(59) Cooperative Business Training	(60-61) _____	(4) Shorthand	(5-6) _____
(62) Economic Geography	(63-64) _____	(7) Transcription	(8-9) _____
(65) Economics	(66-67) _____	(10) Typewriting	(11-12) _____
		(13) Other _____	(14-15) _____
		(16) _____	(17-18) _____

1. Please rank those you took in order of importance to your job.

F. What knowledge, skill(s), or understanding(s) do you now need on this job that you did not develop in school? (19-23) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

1. Which of these should you have learned in school? (24-28)

\_\_\_\_\_

\_\_\_\_\_

G. Which knowledge and/or skills learned in high school do you think should have been left to learn on the job? (29-33) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

H. Since you have been working, has your feeling toward business changed from what it was during your high school days? (34)

Yes 1 No 2

1. If yes, tell how \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Business Occupational Profiles

3

(Continue Card 6)

I. Which courses, other than business courses, taken in high school have served you advantageously in your present position?

- |                                |                            |                     |
|--------------------------------|----------------------------|---------------------|
| (35) _____ Algebra             | (42) _____ General Science | (49) _____ Music    |
| (36) _____ Art                 | (43) _____ General Math    | (50) _____ Physical |
| (37) _____ Biological Science  | (44) _____ Geometry        | _____ Sciences      |
| (38) _____ English Grammar     | (45) _____ German          | (51) _____ Spanish  |
| (39) _____ English Literature  | (46) _____ History         | (52-61) _____ Other |
| (40) _____ English Composition | (47) _____ Home Economics  |                     |
| (41) _____ French              | (48) _____ Latin           |                     |

J. Other than business courses, which courses do you wish you had taken to prepare you better for this job? (62-66) \_\_\_\_\_

K. If you were beginning high school again, how would you change your program? (67-71) \_\_\_\_\_

Column 80; Punch 6

Interviewer \_\_\_\_\_

PART IV

Business Occupational Profiles

Company \_\_\_\_\_ Code \_\_\_\_\_ Interview No \_\_\_\_\_ Date \_\_\_\_\_  
(Card 7; 1-11 identity) (1-7)

Part I Employee Information

I. General

A. Name (8-10) \_\_\_\_\_ Position (11) 1 2 3 4 5 6  
Circle one

III. Employer

A. Name and title of employee's supervisor (12-15) \_\_\_\_\_

B. Employment

1. Will this job continue in the next 1-3 years essentially as it is? (16) Yes 1 No 2 Don't Know 3

a. If no, will it be: (17) Eliminated 1 Merged 2  
Other (Specify) \_\_\_\_\_  
3

2. Do you plan to make changes in the requirements for entrance into this job? (18) Yes 1 No 2 Don't Know 3

a. If yes, please detail briefly: (19) \_\_\_\_\_  
\_\_\_\_\_

3. Which of these screening devices are used for hiring new personnel? Interviews (20) \_\_\_\_\_ References (21) \_\_\_\_\_  
Tests (Kind?) (22) \_\_\_\_\_  
School Recommendation (23) \_\_\_\_\_  
Other (detail, please) (24) \_\_\_\_\_  
\_\_\_\_\_

4. From what source(s) do you usually obtain your personnel?  
High Schools (25) \_\_\_\_\_ State Employment Office (26) \_\_\_\_\_  
Walk-ins (27) \_\_\_\_\_ Classified Ads (28) \_\_\_\_\_  
Private Agencies (29) \_\_\_\_\_ Others (detail) (30) \_\_\_\_\_  
\_\_\_\_\_

**Business Occupational Profiles**

**C. Employee**

1. Please indicate this worker's strengths and areas where improvements are to his/her advantage.

Knowledge (Identify subjects)	Strength Circle One (5 is strongest)	Needs Improvement (Subjects)	Comment
_____	(31-33) <u>1 2 3 4 5</u>	(34-36) _____	_____
_____	(37-39) <u>1 2 3 4 5</u>	(40-42) _____	_____
_____	(43-45) <u>1 2 3 4 5</u>	(46-48) _____	_____
_____	(49-51) <u>1 2 3 4 5</u>	(52-54) _____	_____
<b>Skills</b>			
(Machines, shorthand, typewriting)			
_____	(55-57) <u>1 2 3 4 5</u>	(58-60) _____	_____
_____	(61-63) <u>1 2 3 4 5</u>	(64-66) _____	_____
_____	(67-69) <u>1 2 3 4 5</u>	(70-72) _____	_____
_____	(73-75) <u>1 2 3 4 5</u>	(76-78) _____	_____
Column 80; Punch 7; start Card 8			
<b>Attitudes, Characteristics</b>			
<b>Personality Traits</b>			
_____	(1-3) <u>1 2 3 4 5</u>	(4-6) _____	_____
_____	(7-9) <u>1 2 3 4 5</u>	(10-12) _____	_____
_____	(13-15) <u>1 2 3 4 5</u>	(16-18) _____	_____
_____	(19-21) <u>1 2 3 4 5</u>	(22-24) _____	_____
_____	(25-27) <u>1 2 3 4 5</u>	(28-30) _____	_____

2. Your suggestions to assist the schools to prepare better beginning business employees can be considerations to justify changes to improve these programs. (31-35)

- (31) \_\_\_\_\_
- (32) \_\_\_\_\_
- (33) \_\_\_\_\_
- (34) \_\_\_\_\_
- (35) \_\_\_\_\_

INTERVIEWS BY SOURCES

COUNTY	INVESTIGATOR	SCHOOL	EMPLOYERS CONTACTED	EXECS INTERV'WD	EMPLOYEES INTERV'WD	SUPERV'RS INTERV'WD	TOTAL INTERVIEWS
Aicorn	Doris Garrett	Central	5	5	10	10	25
Attala	Raymond Lane	Ethel	15	11	20	11	42
Calhoun	Mrs. John Hardin	Calhoun City	5	5	5	5	15
Desoto	L.Hatcher	Southaven	1	1	1	1	3
	Sara Shaw	Horn Lake	2	2	2	2	6
Grenada	Maggie Morris	Rundle	1	1	1	1	3
Itawamba	Charles Murphy	Itawamba J C	3	3	7	7	17
Lafayette	Mary Sims	Oxford	6	6	8	8	22
	D.Rieves	Tupelo	8	15	18	13	46
	R.Magers	Tupelo	3	3	1**	0	4
	D.Ball	Tupelo	9	10	10	10	30
Lee	RFHarwood	U/MS	3	3	5	5	13
	Mrs.Going	Byhalia	2	3	3	3	9
Marshall	W.White	Rust Coll	3	4	4	4	12
Monroe	Dee Allison	E. Amory	2	2	4	4	10
Montgomery	Annette Blaine	Winona	1	1	1	1	3
Panola	Sadie Anderson	S. Panola	12	12	16	15	43
Pontotoc	Sarah Naugher	Pontotoc Vo-Tech	5	5	5	5	15
Prentiss	Dorothy Cole	Booneville	5	5	5	5	15
Quitman	Maxine Thaggard	Quitman County	2	4	4	4	12
Tate	Betty Swords	Senatobia	1	2	2	2	6
Tippah	Joe Mathis	S. Tippah	4	6	6	6	18
	O.Melvin	Tish Vo-Tech	6	6	7	7	20
Tishomingo	RFHarwood	U/MS	1	1	2	1	4
Union	R.Carter	W. Union	4	4	4	5	13
	D.Shores	W. Union	2	2	2	2	6
Webster	Mrs.T. Latham	Eupora	2	2	2	2	6
Yalobusha	Paulette Baddley	Water Valley	2	2	2	2	6
Mecklenburg (N. C.)	RFHarwood	U/MS	1	2	1	1	4
	Total		116*	128	158**	142	428

\*Four employers were contacted by more than one investigator.

\*\*Data on two additional jobs were obtained through a personnel manager.

## PARTICIPATING EMPLOYERS

Allen's Youngland  
John Owen  
Tupelo, MS

Alodex Corp.  
Anne Stawly  
Southaven

Anel  
Chase Reed  
Winona

Attala County Schools  
A. M. Veasy  
McCool

Attala Dental Clinic  
Dr. John Burgeieter  
Kosciusko

Bank of Batesville  
Margaret C. Harris  
Batesville

Bank of Mississippi  
John Rial  
Tupelo

Bank of New Albany  
Rupert Collins  
New Albany

Bank of Oxford  
Frank Cooper  
Oxford

Batesville Security  
Ann Shankle  
Batesville

Belk Hudson  
Michael  
Corinth

Big Yank Corp.  
D. Brinegar  
Water Valley

Blue Bell  
Hubert Day  
Tishomingo

Blue Bell  
Billy Glover  
Tupelo

Blue Bell  
Roy J. Rial  
Belmont

Brookwood Furniture Inc.  
Ellis Guntlarp  
Pontotoc

Buddy Kidd  
Buddy L. Kidd  
Tupelo

Calhoun County Bank  
Charles Holcomb  
Calhoun City

Calhoun Extension Service  
R. A. Simmons  
Calhoun City

Carter's  
Floyd Haywood  
Senatobia

Chancery Clerk's Office  
Jerry Clayton  
Tupelo

Charm Step Shoe  
Terry Brown  
Fulton

Citizens Bank  
D. R. Moore, Jr.  
Byhalia

City of Ripley  
Alderman  
Ripley

Community Federal Savings  
Jim Ingram  
Tupelo

Corinth Gas & Water Depart.  
Carl Howell  
Corinth

Craft & Wynne Insurance  
Bert Bond  
Holly Springs

Crain & Moore  
D. R. Moore, Jr.  
Byhalia

Creative Glass  
Maloney  
Tupelo

David Lee Retail Merchandising  
Thomas Conn  
Kosciusko

Daybrite Lighting  
T. Williams  
Tupelo

Dunlap & Kyle  
Glenn McKittrich  
Batesville

Emerson Electric  
Jerry L. Stairs  
Oxford

Fifth Avenue Card  
Buddy L. Kidd  
Tupelo

First Citizens National Bank  
Gertrude Blissit  
Tishomingo

First Citizens National Bank  
James Wall  
Belmont

First National Bank  
J. R. Long  
Iuka

First National Bank  
Garner Hickman  
Oxford

First State Bank  
Edward Rathers  
Holly Springs

Ford's Shoes  
Rick Grubbs  
Tupelo

Fred's  
Carr  
Booneville

Fred's Dollar Store  
Bob Dacas  
Batesville

Futorian  
Bob Holland  
New Albany

Garan, Inc.  
David Collins  
Kosciusko

Gibson Discount  
Don Reed  
Kosciusko

Green Street School  
Principal  
Tupelo

Gulf Bulk Oil Plant  
L. E. Horton, Jr.  
Ripley

Headstart  
Ergle Winter  
Kosciusko

Hillcrest Hospital  
Mike Reed  
Calhoun City

Hood Equipment Company, Inc.  
Miss M. M. Hunt  
Batesville

Itawamba Manufacturing  
Jimmie Chilcoat  
Itawamba

Insurance & Financial Manufacturing  
Charles Johnston  
Tupelo

ITT American Electric  
Ken Hunter  
Southaven

Jordan Business Forms  
Gary Hurt  
Charlotte, N. C.

Kellwood Company  
Williams  
Calhoun City

Keystone Metal  
Bill Towner  
Pontotoc

Kosciusko City Government  
G. W. Krykendall  
Kosciusko

Kosciusko Hosiery Mills  
Jack Brunt  
Kosciusko

Kosciusko Mercantile Company  
J. H. Smith  
Kosciusko

Kosciusko Veterinary  
Dr. H. M. Jones  
Kosciusko

Krueger  
Gary Gunther  
Tupelo

Laker Manufacturing  
George Townley  
New Albany

Lawrin Lamp Co.  
Billy Proctor  
Kosciusko

Magnolia Hospital  
Fletcher Crawford  
Corinth

Manpower Development  
John White  
Kosciusko

McMahan Candy Company  
Rich McMahan  
Batesville

McQuay  
Ben McElwrath, Jr.  
Grenada

Mechanics Savings Bank  
Ernie Aune  
Water Valley

MenWear Factory Outlet  
Manager  
Tupelo

Merchants  
Ben Allen Kitchens  
New Albany

Miss. Employment Service  
Louis S. McInnis  
Kosciusko

Muller Brass Company  
N. R. Wilcox  
Fulton



Neilson's  
Will Lewis, Jr.  
Oxford.

Northeast Miss. Jr. College  
Harmon Boggs  
Booneville

North Miss. Medical Center  
Eddie Foster  
Tupelo

Oxford-Lafayette Hospital  
John W. Turnipseed  
Oxford

Pacific Buildings, Inc.  
Alton Walters  
Marks

Palown Products of Miss., Inc.  
Ed Burns  
Batesville

Panola of Batesville  
Grace Craig  
Batesville

Pementer Chevrolet  
Fred Pementer  
Ripley

People's Bank & Trust Company  
J. W. Smith, Jr.  
Booneville

Peoples Bank of Ripley  
Bobby Martin  
Ripley

PIM'S, Inc.  
Budd Derrick  
Holly Springs

Prentiss County Electric Power Assn.  
Whit Abernathy  
Booneville

Prentiss County Welfare Office  
Joseph Hill  
Booneville

Pullman Couch Company  
Jim Dye  
Amory

Purnell's Pride, Inc.  
Mike Gunner  
Tupelo

Pontotoc Community Hospital  
C. W. Nelson  
Pontotoc

Pontotoc Ridge Area  
Charles W. Raye  
Pontotoc

Pontotoc Wire Products, Inc.  
James Royce  
Pontotoc

Rankin School  
Principal  
Tupelo

Reed Manufacturing Company  
Downing  
Tupelo

Republic Finance, Inc.  
Bobby L. Taylor  
Kosciusko

Riverside Industries  
Willie Holley  
Marks

Royce Shoes  
Steve Sanderson  
Tupelo

Ruperts Supermarket  
J. R. Lunceford  
Calhoun City

Sears  
W. H. (Bill) Owen  
Tupelo

Security Bank  
W. C. Hussey  
Corinth

Shackerott Department Store  
Edwin Shackerott  
Batesville

Shell Service  
Edward Willingham  
Ripley

South Central Bell  
Hardin  
Corinth

South Central Bell  
E. B. Goza  
Kosciusko

Southaven Plumbing  
David Moore  
Southaven

South Tippah School District  
Roy Harrell  
Ripley

Sterlings  
Donald Cook  
Batesville

Super Sagless Spring Corp.  
Bill Allen  
Tupelo

Talmadge Littlejohn  
Talmadge Littlejohn  
New Albany

The Panolian  
Mrs. E. E. Pearson  
Batesville

Tishomingo County Sheriff's Office  
George Cutshall  
Iuka

Tishomingo County Supt. of Education  
Jack Vaughn  
Iuka

Tishomingo County Welfare Office  
Barbara Sweeney  
Iuka

U. S. Industries  
Ann Meurrier  
Batesville

U. S. Soil Conservation  
W. H. Brown  
New Albany

Walgreen's  
John Miller  
Tupelo

Webster General Hospital  
Joe Cooper  
Eupora

Wells Lomont  
Jack Greenleaf  
Eupora

Western Auto Store  
L. Mauriocourt  
Amory

West's  
Robert L. Long  
Oxford

## PRINCIPAL RESOURCE REFERENCES

In a number of cases two or more persons in an organization may have provided valuable inputs. As a matter of convenience in communicating, only the organizational superior is listed.

Consultants or ReferencesResource

Dr. D. L. Bitzer, Director  
Computer-based Ed Research Lab  
University of Illinois  
Urbana, IL 61801

PLATO IV, programmed instruction,  
approximately \$.34/student hour,  
44-hour week, \$5,000 terminal

Dr. Paul Brucker, Director  
Developmental Dental Studies  
Medical College of Georgia  
Augusta, GA 30902

Experience with the Programmed  
Individual Presentation (PIP)  
type of hardware and software

Conant Corporation  
6677 North Lincoln Ave.  
Chicago, IL

"Lead the Field," management  
guidance, narrated by Earl  
Nightingale, 12 tapes

Bernie R. Diamond  
Thiokol Chemical Corporation  
Economic Development Operations  
3340 Airport Road  
Ogden, Utah 84402

Special experience with motiva-  
tional programs and vocational  
education. Runs Job Corps Center  
at Clearfield, Utah; Roswell Em-  
ployment Training Center, Roswell,  
New Mexico; contracts with Dallas  
and Caddo Parish

Robert W. Fuller, Career Education  
Clovis Unified School District  
914 Fourth Street  
Clovis, CA 93612

Career guidance materials for  
7-9 grades

Gregg Division  
McGraw-Hill Book Co.  
330 West 42nd Street  
New York, NY 10036  
Attention: Dr. David H. Weaver

Business texts, films, tapes

Dean Garrison, Counselor  
Bloomfield Schools  
Bloomfield, New Mexico

Experience with Born To Be Great  
tapes from Master Industries

Dr. Richard Lichtenheld  
Master Industries  
Box 1617, Greenwood Plaza  
Englewood, CO 80110

Louis Nelson  
Booker T. Washington High School  
Shreveport, LA

M. O. Parker, Director  
Caddo Career Center  
Shreveport, LA

Mrs. Brenda Price  
Dallas School System  
Dallas, TX

Carl Ruderman, President  
Drake Publishers  
440 Park Avenue South  
New York, NY 10016

Miss Lois H. Roesch  
Peachtree High School  
4664 Peachtree  
Chamblee, GA 30341

South Grand Work High School  
1532 S. Grand Blvd.  
St. Louis, MO 63104  
Attention: Mr. C. H. Evans

Dr. Barry Sutherland  
RCA Curriculum Specialist  
c/o Skyline High School  
7777 Eorney Road  
Dallas, TX 75227

Charles Templeman, Senior Editor  
South-Western Publishing Co.  
5101 Madison Road  
Cincinnati, OH 45227

Dr. Donald Waldrop  
Dallas School System  
Dallas, TX

#### Films

"There's Genius in the Average Man"  
"A Successful Man in His Own Right"  
Tapes, Born To Be Great and others

Experience with motivation program  
as a teacher (Thiokol material.)

Experience with new vocational  
center, performance contract

Experience with motivation program  
as a teacher (Thiokol material)

Prospective publisher of required  
new materials

Has skeletal model for Executive  
Office Training (office practice  
for boys)

Experience with Career Fair and  
World of Work tapes,  
Librarian: Ben Zabel  
Counselor: Miss Aquilla Stokes

Text for management-type program  
for high school on contract with  
Dallas System

Business texts, films, tapes

Experience with performance  
contract with Thiokol

## A PARTIAL LISTING OF OTHER SOURCES OF DATA

V. L. Bigham, Supt.  
Pontotoc Schools  
Pontotoc, MS 38863

John Blanchard  
Miss Claudia Gray  
Dallas School System  
Dallas, TX

James G. Bradley, Center Director  
G. Arnold Wheeler  
T. Smith  
Clearfield Job Corps Center  
Box 1388  
Clearfield, UT 84016

Vernon E. Burgener  
Technical Education Research Center  
111 East Green Street  
Champaign, IL 61820

Iex Cain, Supt.  
Prentiss County Schools  
Booneville, MS 38829

Dr. Eva Carr, Supervisor  
Business and Office Occupations  
State Department of Education  
Montgomery, AL

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Booneville, MS 38829

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Salt Lake City, UT

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Master Industries  
2101 Glade Road  
Farmington, New Mexico

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Mrs. Elizabeth Bobo  
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University, MS 38677

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Winona Schools  
Winona, MS 38967

Joe Faust  
Electronic Equipment  
526 Plaster Ave., NE  
Atlanta, GA

Les Feinman  
Sonocraft  
29 W. 36th Street  
New York, NY 10016

Nolan Fox, Personnel Director  
Tishomingo Shoe Co.  
Iuka, MS 38852

Fimus Gaston, Asst. Director  
Miss Carole Conway  
Delton Yarborough  
Birmingham Metropolitan  
Area Skill Center  
Birmingham, AL

Robert B. Goldman, Director  
Research and Development  
The Magnavox Company  
Fort Wayne, Indiana 46804

Dr. Richard H. Wagemeyer, President  
Piedmont Community College  
Charlotte, NC 28201

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South Tippah Schools  
Ripley, MS 38863

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James R. McGown  
Vocational Education  
State Department of Education  
Frankford, KY

J. E. Leonard, President  
Massey-Draughon Business College  
Montgomery, AL

W. T. Linton, General Manager  
Blue Bell Manufacturing Co.  
Tupelo, MS 38801

Harry A. Martin, Manager  
Nick Chandler  
Community Development Foundation  
Tupelo, MS 38801

Dr. R. W. Montgomery  
Auburn University  
Auburn, AL

Morrison  
North American Phillips  
Morristown, N. J.

Gordon Mortensen  
123 Edison  
Alamosa, CO

Dr. Vernon Musselman  
Associate Dean  
School of Education  
University of Kentucky  
Lexington, KY

James N. Northcutt  
Manpower Development Training  
Montgomery, AL

John Pendery, President  
R. D. Cooper, Vice President  
Bud Wanons, Sales Manager  
Ray Faulkenberry, Asst. Manager  
South-Western Publishing Co.  
5101 Madison Road  
Cincinnati, OH 45227

Dr. Melvin Phifer, Supt.  
Tishomingo County Schools  
Iuka, MS 38852

H. H. Price  
Mississippi Employment Commission  
Jackson, MS

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Master Industries  
Box 1617  
Greenwood Plaza  
Englewood, CO 80110

W. Les Schwaar  
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Thiokol Representatives  
Caddo Career Center  
Shreveport, LA

George Schwalm  
Director of Vocational Training  
San Lorenzo Unified School District  
San Lorenzo, CA 94580

Sonny Sheffield  
Rexall Drug Store  
Fulton, MS

Robert Simon, Regional Manager  
Fashion Fabrics  
Clayton, MO

Robert Slaughter  
Executive Vice President  
McGraw-Hill Book Co.  
330 West 42nd St.  
New York, NY

Barry Spatz  
Drake Publishers  
440 Park Avenue South  
New York, NY 10016

Dr. T. E. Stanford, Supt.  
Iuka Public Schools  
Iuka, MS 38852

Rod Starkey, Director  
Gary Bellrichard, Director of Ed.  
Roswell Division, Thiokol  
Roswell, New Mexico 88201

Ray T. Stennett, Manager  
Corinth Chamber of Commerce  
Corinth, MS

R. G. Tinlin, Vice President  
ITT American Electric  
Southaven, MS

Alex Urban  
125 Western Drive  
Point Richmond, CA 94807

Dr. Anthony Zener  
Thiokol Chemical Corp.  
Box 1619  
Ogden, UT 84402

**TUPELO PUBLIC SCHOOLS**  
C. E. HOLLADAY, SUPERINTENDENT  
TUPELO, MISSISSIPPI 38801

June 26, 1972

Dr. R. Frank Harwood, Professor  
Business Education and Office Administration  
The University of Mississippi  
University, Mississippi 38677

Dear Dr. Harwood:

I want to commend you for the work that you did in assisting local schools in modifying their business education programs. I have been very impressed with the results that you were able to secure from those with whom you worked during the past year. I recognize that many of the problems that we encountered in helping you get the data together for this study were not created by the study itself, but in not having enough time for adequate plans to be developed with other staff members in our organization. I trust that if future plans are to be developed along this line that this will be an opportunity of involving all participants prior to beginning the work on such a project.

The suggested addition to our curriculum for our business operational and administrative training beginning in the 9th grade offers some very exciting material to present to our students. It has been suggested that our staff begin to implement this program as soon as possible. We enjoyed working with you this year and trust that there will be other opportunities.

Sincerely yours,

  
C. E. Holladay  
Superintendent

CEH/pr