

**R. Thomas George, Ed.D.**

Hospitality Management Program  
Department of Consumer Sciences  
College of Education and Human Ecology  
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**EXPERIENCE**

Associate Professor, (1991--Present)  
Assistant Professor, (1985--1991)

Hospitality Management Program,  
Department of Consumer Sciences  
The Ohio State University, Columbus, Ohio

Undergraduate Education: Have taught the following courses:

- Hosp MGT 400 Beverage Management
- Hosp MGT 450 Equipment, Layout and Sanitation
- Hosp MGT 460 Personnel and Organization
- Hosp MGT 480 Marketing and Merchandising
- Humn NTR 504 Education and Counseling for Dietitians
- Hosp MGT 550 Hospitality Management: Foodservice Internship
- Hosp MGT 560 Hotel Systems I: Operations
- Hosp MGT 561 Hotel Systems II: Hospitality Managerial Accounting
- Hosp MGT 700 Issues and Strategies in the Hospitality Industry

Hosp MGT 593 Individual Studies

Graduate Education: Have taught the following graduate courses:

- Hosp MGT 730 Advanced Food Service Systems Management: Operational Integration
- Hosp MGT 802.01 Seminar in Hospitality Management: Food Management
- Hosp MGT 802.02 Seminar in Hospitality Management: Advanced Topics
- Hosp MGT 832 Recent Developments in Food Service Systems Management
- Hosp MGT 793 Individual Studies,
- Hosp MGT 993 Individual Studies,
- Hosp MGT 998 Research: Thesis,
- Hosp MGT 999 Research: Dissertation

	In Progress	Completed
Plan A Master's Thesis		
Committee Chair		8
Committee Member		11
Plan B Master's Project		
Committee Chair	0	3
Ph.D. Committee Member	2	7
Committee Chair	0	5
Graduate School Representative		11

Department Activity: Member or chair of the Graduate Studies Committee the Undergraduate Studies Committee, the Faculty Recruitment Committee, the Professional Development Committee, the Faculty Advisory Board, the Promotion and Tenure Committee, and the Committee to revise the Department Promotion and Tenure Document.. Named Coordinator of the Hospitality Management Program.

College Activity: Co-chair of the Ohio 21, Phase II Consumer Issues Committees on Research and Extension, was the presenter for the Hospitality Management Program at the autumn, 1985, Career Day Conference, department coordinator for the campus campaign, 1990, was a presenter at the new student parent orientation in the summer, 1995. Member of the Committees on the College Library, the College Computer Coordinating Committee, Chair the College Investigations Committee, Co-chaired the College Committee for the University Campaign, 1997-98.

University Activity: Member of the Council on Enrollment and Student Progress (1991-1994), member of the Committee on University Bookstores, Chair, 97-98, (1995-998). Member of the University Postdoctoral Fellowship Selection Committee for 2004.

Assistant Professor (1979--1985)

Department of Supervision, Indiana University - Purdue University at Fort Wayne, Fort Wayne, Indiana 46805. Was awarded tenure as a member of the Purdue University faculty, 1985.

Undergraduate Education: Taught the following courses:

- SPV 252 Human Relations (Organization Behavior),
- SPV 331 Occupational Safety and Health,
- SPV 375 Basic Methods of Training for Supervisors,
- SPV 376 Personnel Supervision,
- SPV 577 Organization and Administration of Training and Development,
- RHI 356 Marketing for Foodservice and Lodging,
- RHI 441 Organization and Administration of Hotels, Restaurants and Institutions,

The last two courses were taught for another department, supervised the independent research of seniors, and were instrumental in the development of new courses.

Activity: Served on Department, School, and University committees both a committee member and as chair. Examples include: curriculum, faculty development, promotion and tenure guidelines revision, faculty affairs, and student grade appeals.

Instructor (1977--1979)

Department of Business Administration  
Southern Ohio College, Cincinnati, Ohio

Taught courses in the subject areas of: management, organization behavior, personnel administration, business mathematics, accounting, marketing, and salesmanship.

Coordinated and taught all courses in a "fast food" management program including: restaurant personnel management, cost controls, accounting, purchasing, sanitation, human relations, and operational problem solving. Coordinated the on-the-job training portion of the program.

Visiting Instructor (1994, Summer)

Hospitality Management Department  
Columbus State Community College, Columbus, Ohio

Taught a course titled "Bar Management and Wine Technology"

## EDUCATION

Doctor of Education, 1983, Human Resource Development,  
University of Cincinnati, Cincinnati, Ohio

Coursework taken in the College of Education and the College of Business Administration in training and development methods, behavioral science in business, interpersonal relationships in formal organizations, administrative practice, administrative organization, and others relating to career development in formal organizations.

Master of Science, 1973, Personnel Counseling,  
Miami University, Oxford, Ohio

Coursework related to individual career assessment, counseling and development in formal organizations.

Bachelor of Arts, 1967, History/Government and Business Administration/Economics,  
Otterbein College, Westerville, Ohio

Master of Business Administration, 1998  
University of Dayton, Dayton & Columbus, Ohio

Associate of Applied Science, 1992, Hospitality Management Technology (Rooms Division Management)  
Columbus State Community College, Columbus, Ohio

Completed courses in: Introduction to the Hospitality Industry, Food and Beverage Management Survey, Hospitality Law, Hospitality Managerial Accounting, Costs and Records, Service Management, Lodging Information Systems, Front Office Systems, Housekeeping Supervision, Meeting and Convention Planning, Computer Literacy 1 & 2

Xavier University, Cincinnati, Ohio

Through the College of Business, graduate study in organizational behavior, employee selection and development, organization development, and the psychology of job stress, safety and health.

"Certified Food Service Operation Manager" through course of study, examination and review of experience, The Ohio Department of Health, June 1975, now hold a permanent certification.

"Senior Professional in Human Resources" (Training and Development), through examination and review of experience, The Personnel Accreditation Institute, January 1985.

Certified by the U. S. Department of Labor to present the "Occupational Safety and Health Voluntary Compliance program."

Professional Educational Experience (other than educational degree or certification)

Society of Franchising Annual Conference, San Juan, P.R., January 21-22, 1995

International Franchise Association Conference, January 22-25, 1995

Society of Franchising Annual Conference, February 13-14, 1994

International Franchise Association Conference, February 12-16, 1994

International Council on Hotel, Restaurant and Institutional Education, Annual Conference,  
1987 – present

Ohio Council on Hotel, Restaurant and Institutional Management, Semiannual Meetings,  
1986 – present

Symposium on Graduate Programs in Hospitality Management, Virginia Polytechnic Institute and State University, April 22-24, 1990  
 Seminar on Operational Analysis, National Restaurant Association, October 12-13, 1988  
 Seminar on Dining Room Management, National Restaurant Association, July 20, 1987  
 Seminar on Kitchen Management, National Restaurant Association, November 20, 1986  
 Personal Computer Applications in Human Resource Planning, The Human Resource Planning Society, May 22, 1985  
 Manpower Planning in Organizations, University of Michigan, October 10-12, 1983  
 Career Planning in Organizations, University of Michigan, April 8-12, 1983  
 Employee Attitude Surveys: A Management Seminar/Workshop, Michigan State University, May 8-9, 1980  
 Classroom Training Techniques in Industry, University of Michigan, October 13-15, 1975  
 Counseling Employees, Xavier University, January 22-23, 1975  
 Attended other programs relating to alcoholism in industry, beverage management, teaching and learning styles, and occupational safety and health  
 Attended educational programs at the American Hotel & Motel Exposition, New York, at various times since 1985  
 Attended educational programs at the National Restaurant Association Exposition, Chicago, at various times since 1985  
 Attended the Ohio Foodservice and Lodging Exposition since 1985  
 Attended a variety of programs related to multicultural diversity presented at The Ohio State University  
 Attended a variety of programs relating to teaching effectiveness since 1979.

#### **REFEREED ARTICLES PUBLISHED**

- George, R. Thomas. (2008). Ethical Perceptions of Hospitality Students and the discussion of Ethical Behavior. Journal of Hospitality and Tourism Education. 20(2) 16-22.
- George, R. T. & Hancer, M. (2008). Housekeeping Managers and the Administration of Housekeeping Service. Journal of Hospitality and Tourism Administration. 9(4), 9(4) 365-383
- Kim, B. & George, R. T. (2005). The relationship between Leader Member Exchange (LMX) and Psychological Empowerment: A quick-casual restaurant study. Journal of Hospitality and Tourism Research, 29, 468-483.
- Hancer, M. George, R. T., & Kim, B. (2005). "An examination of psychological empowerment: scale for service employees. Psychological Reports, 97, 667-672.
- George, R. T. & Hancer, M. (2004). Leader-Member Exchange Quality: An Empirical Investigation in Restaurants. Journal of Human Resources in Hospitality and Tourism. 3(2) 85-99.
- Hancer, Murat & George, R. Thomas (2004). Factor Structure of the Minnesota Satisfaction Questionnaire Short Form for Restaurant Employees. Psychological Reports. 94, 357-362.
- George, R. Thomas & Hancer, Murat. (2003). The Impact of Selected organizational Factors on Psychological Empowerment of Non-Supervisory Employees in Full-Service Restaurant s. Journal of Foodservice Business Research. 6(2), 35-47.
- Hancer, Murat & George, R. Thomas (2003). Job Satisfaction of Restaurant Employees: An Empirical Examination using the Minnesota Satisfaction Questionnaire. Journal of Hospitality and Tourism Research. 27, 85-100.
- Hancer, Murat & George, R. Thomas (2003). Psychological Empowerment of Non-Supervisory

Employees Working in Casual Restaurants. International Journal of Hospitality Management, 22, 3-16.

George, R. Thomas. (2001). Dining Chinese: A Consumer Subgroup Comparison. Journal of Restaurant and Foodservice Marketing, 4(2), 67-86.

Stonerook, A. L., Wolf, K. N., Bartlett, B. J. & George, R. T. (1999, May). Education and Certification Influence Long Term Care Food Service Managers' Nutrition and Management Knowledge. Journal of The American Dietetic Association, 89(5), 553-557.

George, R. Thomas (1998, Fall). An Examination of Quality Service Perceptions in a Hotel. FIU Hospitality Review, 16(2), 29-38.

Medeiros, Lydia C. and George, R. Thomas, et.al. (1996, January/February). The Safe Food Handling for Occasional Quantity Cooks Curriculum. Journal of Nutrition Education, 28(1), 39-43.

George, R. Thomas and Tan, Yin F. (1993, August). A Comparison of the importance of selected service related factors as perceived by restaurant employees and managers. International Journal of Hospitality Management, 12(3), 289-298.

George, R. Thomas. (1993, Summer). Career Explorations: Issues and Responses. Hospitality and Tourism Educator, 5(3), 51-52.

George, R. Thomas (1991, Summer). Continuing Education and Articulation Concerns of Hospitality Management Students in Associate Degree Programs. The Hospitality & Tourism Educator, 3(3), 28-31.

George, R. Thomas (1991, Spring). Voluntary Turnover In Restaurants: An Exploratory Determination of Causes. FIU Hospitality Review, 9(1), 59-65.

George, R. Thomas (1990). Hospitality Management Students In Two-Year Programs: A Comparison Study of Career Orientation. Hospitality Research Journal, 14(2), 209-216.

George, R. Thomas (1990). Culinary Arts Students: An Empirical Study of Career and Ownership Orientation. Hospitality Research Journal, 14(1), 11-21.

George, R. Thomas (1989, August). Learning by Example: The Critical Incident Technique. Cornell HRA Quarterly, 30(2), 58-60.

George, R. Thomas (1989, Spring). Hospitality Managers as Caretakers and Change Agents: A Reconceptualization of the Position. FIU Hospitality Review, 8(1), 12-23.

George, R. Thomas (1984, September-October). Technical Education and Supervision. ATEA Journal, 12(2), 10-11.

#### **EDITOR REVIEWED ARTICLE**

George, R. Thomas (1986, March). First Impressions: How They Affect Long-Term Performance. Supervisory Management, 31(3), 2-8.

#### **BOOK CHAPTERS**

George, R. Thomas. (2008). "Employee Relations: A problem solving approach," in Handbook for Hospitality of Hospitality Human Resource Management. D. Tesone, editor, Elsevier Press, pp. 135-155.

George, R. Thomas. (1994). Franchising in the Hospitality Industry. in Hospitality Management: An Introduction to The Industry, 7th ed., Robert Brymer, editor. Dubuque, Iowa: Kendall/Hunt Publisher, 109-118.

George, R. Thomas. (1991). Franchising in the Hospitality Industry. in Hospitality Management: An Introduction to The Industry, 6th ed., Robert Brymer, editor. Dubuque, Iowa: Kendall/Hunt Publisher, 84-92.

George, R. Thomas (1987). Franchising in the Hospitality Industry. in Introduction to Hotel and Restaurant Management, 5th ed., Robert Brymer, editor. Dubuque, Iowa: Kendall/Hunt Publisher, 56-61.

### **OTHER PUBLICATIONS**

George, R. Thomas. (1999). Franchise Organizations. Book Review, Journal of Restaurant and Foodservice Marketing, 3(3), 139-141.

George, R. Thomas. (1993, February). Dishing It Out: Power and Resistance among Waitresses in a New Jersey Restaurant. Book Review, Cornell HRA Quarterly, 34(1), 15.

George, R. Thomas (1987, January 19). Hospitality Management at The Ohio State University. Nation's Restaurant News, p. F7.

### **MANUSCRIPTS IN PROCESS OR REVIEW**

Huber, M., Hancer, M. & George, R. T. (2010). "A Comparative Examination of IT Usage in the Restaurant Industry. Journal of Foodservice Business Research. 13 (3). Accepted for publication.

### **RESEARCH INTEREST**

Research centers on the examination of the interpersonal relationships in the organization and the learning processes as contributors to individual and organizational effectiveness.

The objective of this research is to further understand the relation of espoused theories and theories in action as related to individual and organizational performance in the foodservice and lodging establishment.

The end result of this is the development of programs to assist individuals and hospitality organizations to be more effective in providing a psychological work environment conducive to meeting individual and organizational goals.

Specific research interests:

1. An examination of the relationship of managers and employees in relation to job performance.
2. An examination of the relationship of job-related motivation and empowerment to individual job satisfaction and job performance.
3. The impact of organizational socialization and employee relationships as related to organizational citizenship and performance.

## **RESEARCH IN PROGRESS**

### **GRANTS**

Received a \$1504 grant from the Bob Evans Research Fund for a study of mystery shopper programs.

Received a \$1300 grant from the Bob Evans Research Fund for a study of career satisfaction and continuing education needs of school food service administrators. Spring, 1993.

Received a \$500 competitive grant from the Center for Teaching Effectiveness and the College of Human Ecology Committee on Diversity, for the development of a program to increase the awareness of multicultural diversity in the Hospitality Industry, Winter, 1993.

Received a \$2,500 grant from the Bob Evans Research Fund for a study of Manager-Server Relationships and the Perceptions of the Delivery of Quality Service in Foodservice Establishments, February 1992.

Received a Department of Human Nutrition and Food Management Special Projects Grant of \$750 for a study of Hospitality Management Students in Two-Year Colleges, March 1988.

Received a NIFI-NRA Faculty Study Grant for \$2,000, Summer, 1986. This is a competitive grant with less than one-half of the applicants receiving an award.

### **SERVICE/PRESENTATIONS**

- "Leader-Member Exchange (LMX) and Psychological empowerment: a restaurant employee correlation study." Chrie Conference, July 2005. Co-presenter was Beomcheol (Peter) Kim.
- "Hospitality Management Students; perceptions of ethics in hospitality." Chrie Conference, July, 2005.
- "The Impact of Selected Organizational Factors on Psychological Empowerment of Non-Supervisory Employees in Full-Service Restaurants." Presented at the Council on Hotel, Restaurant and Institutional Education Conference, August 2002. Co-presenter was Murat Hancer.
- "Leader-Member Exchange in Restaurants; An Empirical Investigation." Presented at the Council on Hotel, Restaurant and Institutional Education Conference, August 2003. Co-presenter was Murat Hancer.
- "Measurement of Restaurant Manager Perceptions of Restaurant Management Information Systems." Poster presented at the 8<sup>th</sup> annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, January 5-7, 2003. Co-presenter was Marsha M. Huber.
- "LMX and Restaurant Employees" Presented to the Department of Consumer and Textile Sciences Seminar, Spring, 2003.
- "World of Hospitality and Tourism." Presented to the Family and Consumer Sciences Summer Institute, June 13, 2000, Columbus, Ohio.
- "An Examination of Quality Service Perceptions in a Hotel: An Action Research Approach," Presented in Humn NTR 895, Department Seminar, January 9, 1999.
- "Ethics in the Hospitality Industry," Presented at the Ohio Council on Hotel, Restaurant and Institutional Education, October 13, 1995, Columbus, Ohio.
- "Expectations of New Students in the College of Human Ecology," a presentation made to parents of new students entering the College Of Human Ecology at the new student orientation program, June 28, 1995.
- "Alcohol Awareness and Responsible Service" presented 2 workshops on for 58 employees of the Stouffer Tower City Plaza Hotel, Cleveland, Ohio, September 8, 1994.

"School Food Service Administrators: Issues of the Profession," a presentation made at the November 16, 1993 meeting of the Food & Nutrition Council of OASBO, Columbus, Ohio.

"Faculty Expectations," a presentation made at the University Orientation For Transfer Students and Parents, July 20, 1993.

"Human Factors in Food Cost control," a workshop conducted at The 1993 Annual Workshop presented by the Ohio Association of School Business Officials, April 4-7, 1993, Columbus, Ohio.

"Career Tracking of Culinary Arts Student," a presentation made to the Ohio Council on Hotel, Restaurant and Institutional Education, Mt. Vernon, Ohio, October 26, 1990.

"Hospitality Management Students in Two-Year Programs: A Comparison of Career Orientation," a presentation made at the Conference of the Council on Hotel, Restaurant and Institutional Education, Washington, D.C., August 1990.

"Career Management: Some Introductory Concerns," a presentation made to the Ohio Council on Hotel, Restaurant and Institutional Education, Ashland, Ohio, Spring, 1990.

"Use of the Critical Incident Technique in Hospitality Management Education," a presentation made to the Ohio Council on Hotel, Restaurant and Institutional Education, Columbus, Ohio, October 14, 1988.

"Career Planning and Management," a workshop conducted quarterly for Ohio State University Hospitality Management Students preparing for their Level III Internship.

Serving as faculty advisor to the Ohio State University chapter of Eta Sigma Delta, an international hospitality/tourism honor society.

Discussant for a four-paper session titled "The Franchised Food Service Industry," at the Society of Franchising Annual Conference, San Juan, P.R., January 21-22, 1995.

Discussant for a three paper session titled "The Fundamentals of Franchise Research III: Relationship Issues," at the Society of Franchising Annual Conference, Las Vegas, Feb. 13-14, 1994.

Moderator for "A Combined Session Focusing on Issues Relating to Multi-Cultural Management," CHRIE Annual Conference, 1992.

Poster presentation proposal reviewer for the CHRIE Annual Conference, several reviews per year.

Paper presentation proposal reviewer for the Society of Franchising, 1996 and 1995, Conferences.

Manuscript reviewer for the journal Managing Service Quality (3)

Manuscript reviewer for the Journal of Quality Assurance in Hospitality and Tourism (3)

Manuscript reviewer for the Journal of Foodservice Business Research (5)

Manuscript reviewer for the Journal of Restaurant and Foodservice Marketing (2)

Manuscript reviewer for the Hospitality Research Journal (2)

Manuscript reviewer for the International Journal of Hospitality Management. (3)

Manuscript reviewer for the Cornell HRA Quarterly. (2)

Manuscript reviewer for the Ohio Hospitality Journal. (10)

Computer software program proposal reviewer for Delmar Pub., Inc. (1)

Case reviewer for Prentice Hall Publishers. (5)

Book revision reviewer for John Wiley & Sons Publishers. (1)

Book proposal reviewer for The Food Service Information Library. (1)

Book proposal reviewer for John Wiley & Sons Publishers. (3)

Book proposal reviewer for Van Nostrand Reinhold Publishers. (1)

Book proposal reviewer for Macmillan Publishing Company. (2)

contributing Editor to the Journal of Culinary Practice, 1990-1993.

Member of the Editorial Review Board of The Ohio Hospitality Journal, 1987-1990.

Member of the "Prepared Foods Advisory Committee" of the Mid-Ohio Foodbank, 1989-2000.

Member of the Advisory Board of the Hospitality Management Program, Columbus State Community College, 1991-present.

Invited to be a judge at the FHA/HERO State Food Service Skill Contest, April 21, 1988, at Columbus State Community College.

"Assertiveness in Supervision." Presentation to the Northeast Indiana Dietetic Association, 1984.

"Employee Supervision." Presentation to the cafeteria managers of the Fort Wayne Community Schools, 1984.

"Assertive Communication." Presentation to the Food Production Center Supervisors, Fort Wayne Community Schools, 1982.

For the Continuing Education program, Indiana University - Purdue University at Fort Wayne, Fort Wayne, Indiana, presented the following seminars:

"Working With The Problem Employee."	presented 11 times
"Employee Counseling Techniques."	presented 8 times
"Effective communication Techniques."	presented 1 time

## **PROFESSIONAL MEMBERSHIPS AND ACTIVITIES**

Member of the Editorial Review Board – Journal of Foodservice Business Research.

American Society for Training and Development

Member of the Career Development Professional Practice Area

Member of the HRD Professors Network

Member of the Hospitality Industry Group

Local chapter treasurer, elected to two terms

Local chapter program coordinator, appointed to two terms

International Council on Hotel, Restaurant and Institutional Education

Served on the Liaison Activities Committee

Served on the Membership Committee

Ohio Council on Hotel, Restaurant and Institutional Education

President, 1989 -1990

President - Elect and Program Coordinator, 1988 - 1989

By-Laws Revision Committee,

Nominating Committee Chairman,

Strategic Planning Committee

Society of Franchising

National Restaurant Association

Greater Columbus Hotel/Motel Personnel Association

## **RELATED BUSINESS EXPERIENCE**

Training Director at Famous Recipe Fried Chicken, Inc., Cincinnati, Ohio

Responsible for the management and scheduling of the activities of the training department and trainers.

Designed, developed, taught and evaluated franchisee, area supervisor, unit manager and employee training programs. Coordinated the preparation of new manuals for employee orientation and operating procedures, conducted regional seminars, and made a presentation at the national convention on the topic of employment law.

Unit Management with Roy Rogers Family Restaurants, a division of Frisch's Restaurants, Inc., Cincinnati, Ohio. Total involvement in unit operations, including: product control, facility management, and the supervision of all employee activities.

Additional experience in direct sales, sales administration, district sales management with two international firms. Gained experience in employee selection, training, supervision of unit personnel, client problem solving, and administrative practices.

Have an Honorable Discharge for service in the United States Army, 1960-1963.