

FUNCTIONS OF PURCHASING MANAGERS IN COMMERCIAL
FOODSERVICE ORGANIZATIONS

by

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I value an education and I believe in quality of life. My parents made it possible and I'll always be grateful.

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INTRODUCTION

In the first half of the twentieth century, purchasing personnel were engaged in a struggle for recognition and status. Purchasing is recognized as an essential procedure in management, and the development and upgrading of individuals bearing this responsibility constitutes a challenge. Clearly, yesterday's education and concepts will not suffice in meeting today's challenges (1).

The modern purchasing executive functions in a complex, dynamic, and competitive business society. A better understanding of business law and the legal environment in which the purchasing department functions is needed. The officers of the National Association of Purchasing Management (NAPM) stated that as the United States nears shortage or depletion of natural resources, purchasers will need to acquire a wider knowledge of international trade and an understanding of social, economic, and political forces around the globe (1).

Business executives are becoming aware that purchasing is a profit initiator and purchasing personnel belong on the management team (1). This concept implies specific requirements for the educational experience of purchasing personnel. Members of NAPM are concerned that practitioners be conversant with all facets of purchasing as evidenced by The New Study Guide for the NAPM purchasing manager's certification program (2).

The purpose of this study was to identify responsibilities of purchasing managers in commercial foodservice to delineate the role more clearly of the purchasing position in the commercial segment of the

industry. Such identification could be utilized in the development and evaluation of curricula to provide purchasing managers with competencies for practice. Members of the Foodservice Purchasing Managers Group of the National Restaurant Association (NRA) identified a need for clearer identification of the purchasing manager's responsibilities in commercial foodservice operations. Obviously, confusion existed concerning the managerial roles in purchasing, procurement, and materials. In an interview concerning the future role of the purchasing manager in commercial foodservice, Spears (3) stated that foodservice organizations are seeking persons who know how to take materials all the way through the system.

Stimulated by the stated interest of the NRA purchasing group, a study was planned on responsibilities of purchasing managers in commercial foodservice. NRA provided the names and addresses of the 70 members of the Foodservice Purchasing Managers Group. The Delphi technique (4) modified to two stages was selected for achieving a consensus on responsibilities for purchasing managers, supplemented by input from managerial personnel to whom the purchasing managers reported.

REVIEW OF LITERATURE

Purchasing Education

Baker (5) reported that a 1967 international survey of purchasing education indicated no institutions of higher learning listed a degree in purchasing and supply management. Several institutions in the United States offered the specialization in the curriculum for a bachelor's degree in business administration. At that time, over 300 colleges in the United States offered coursework in purchasing in some form.

According to Pinkerton (6), considerable disagreement and confusion exists among practitioners and educators concerning the specific educational experiences and training available and what was needed to prepare personnel for entry and career progression within the field of purchasing. The importance of the purchasing function and the gravity of the problem can hardly be denied since approximately 50 percent of a manufacturing firm's sales dollar is the cost of purchased goods and services. Pinkerton stated further that a reasonable expectation is that purchasing would have an important place in the business school curriculum at the college and university level.

Pinkerton (7) reported results of a study conducted at the University of Wisconsin and sponsored by NAPM. The research method consisted of personal interviews and questionnaires involving 75 practitioners and 80 educators. The analysis included a comparison of how the two different groups of respondents rated the importance of 45 purchasing methods and techniques. Both the practitioners and the educators were in agreement on the placement of the following nine items in the upper third rank

order but not in the same order: electronic data processing, negotiation, value analysis, general management skills, price-cost analysis, human relations, planning, vendor evaluation, and inventory control.

Also, Pinkerton (7) reported that both groups of respondents considered two purchasing courses in an undergraduate curriculum to be sufficient. The majority of both groups (72 percent educators and 64 percent of the practitioners) did not recommend an undergraduate major curriculum because it would be too narrow and the educators did not approve the major at the graduate level for the same reason.

Finnegan (8) reported a survey of more than 2,000 readers of Purchasing Magazine showed that 77 percent of purchasing executives attended college and 38 percent received degrees. Business administration and engineering were the most popular fields of study with accounting and liberal arts next. Also, the survey disclosed that 78 percent of the respondents had continued to take educational courses since leaving college.

Stillwell (9) cited an update of a previous study on continuing education by purchasing managers. He reported that 49.1 percent of the respondents to the recent questionnaire had bachelor's degrees, an increase of almost 10 percent since the previous study. Stillwell also found, as have others, that the major fields had been business and engineering followed closely by liberal arts and accounting. He reported the survey disclosure that purchasing people attending the Wisconsin continuing education activities are younger and better educated and are seeking more formal education than those in the first study.

Management's increasing awareness of the powerful impact of purchasing on profits is spurring the trend for business schools around the

country to offer more and better purchasing courses (10). Purchasing courses formerly were offered only at schools where a professor had a special interest in the subject. Presently, more schools, professors, and businesses are interested in purchasing and recognize the need for top caliber purchasing professionals. Apparently, the primary motivation is satisfying the needs of industry, and the midwest seems to have the strongest academic programs in purchasing. Cuyahoga Community College, Cleveland, has one of the largest purchasing programs in the country. A universal problem is recruiting qualified faculty to teach purchasing courses. As of 1976, no national compilation of purchasing courses and programs existed.

Survey results (11) reported in 1979 by the U.S. Department of Labor projected strong growth in purchasing employment. According to Howeler (12), this promising forecast has two major implications for professional development. First, the purchasing profession must attract qualified college graduates, but unlike other business functions purchasing receives no particular emphasis within existing undergraduate business programs. Secondly, the purchasing practitioner must update skills, thus creating an additional source of demand for purchasing education. Existing course work in purchasing is limited and usually a subfunction of marketing or operations management.

Howeler (12) stated that very few colleges and universities offer a purchasing concentration in a business curriculum. Existing courses are organized normally as a subfunction of marketing or operations management. Rapid employment growth and certification assure an expanding market for educational opportunities related to purchasing. The concept of purchasing as a profession has critical impact on the college curriculum.

Howeler (12) proposed a bachelor of science degree program in purchasing management. In this program of 120 semester hours, 15 hours were devoted specifically to purchasing management. The proposed topics for this block were purchasing theory and behavior, introduction to purchasing management, contract administration, materials management, purchasing for nonprofit organizations, and advanced purchasing management.

Certification of Purchasing Managers

Many people like to refer to themselves as "professionals." Throughout its long history, the National Association of Purchasing Management (NAPM) has endeavored to enhance the professional standing of purchasing. A clear signal of progress toward this goal was the creation of the Certified Purchasing Manager program which is intended to improve purchasing competence by means of an individual certification process. A professional is trained for performance prior to taking job responsibility. Since its inception, members of the association have been dedicated to the principle of education as a cornerstone of professional growth in purchasing. The NAPM introduced the Professional Educational Standards Program in 1967 as a basic academic curriculum in purchasing management (1).

According to Johnson (13), professionalism in purchasing is a key word today and will be more important in years to come. NAPM, formed in 1915, set professionalism as one of its early objectives. The emphasis on professional education has led to purchasing management courses in a number of universities such as Harvard, Michigan State, Stanford, University of North Carolina, Cornell, and Arizona State. The association has supported its objective by structuring a continuing education unit to

develop one and two-day seminars on appropriate purchasing subjects for interested participants as well as organizations with in-house training. Seminars are designed to satisfy the specific needs of purchasing personnel and generally are directed to treating in depth one purchasing subject or technique at a time (13).

The letters, CPM, after a name indicate that an individual is a Certified Purchasing Manager under the program sponsored by NAPM (10). Through tests, education, and buying experience, the CPM must demonstrate ability as a management generalist as well as a buying specialist and be recertified every five years. The intent of the program is to provide a definitive standard of professionalism. The CPM program is designed to measure applicants' knowledge and experience in forecasting, economic trends, inventory problems, sources of supply, and many other areas (10).

Johnson (13) mentioned an innovation appealing to members and non-members is the NAPM certification program which emphasizes interfacing the purchasing function with other operating components of the organization. Purchasing executives meet a prescribed set of standards consisting of formal education, purchasing experience, and contributions to the purchasing profession. All applicants must pass examinations on principles of purchasing, materials management, and business and economics and quantitative areas of business. This certification plan, properly implemented and supervised, should enhance acceptance of the professional status of purchasing by business management and the public. It will promote individual competence in the field, and the professional foundation requirements ultimately will be one of the ways to evaluate purchasing personnel when considering employment, advancement, and promotion.

Management's increased awareness of profit and control in the procurement of goods and services demands that purchasing personnel be equally alert to management problems, techniques, and opportunities. To keep pace with technological change, NAPM expands and updates seminar programs continually to help the purchasing executive in meeting the overall objectives of the business (13).

Barath and Hagstad (14) asserted that activities of both NAPM and a number of universities have led to expanded programs which focus on developing more effective purchasing skills, strengthening the purchasing function, and supporting certification programs. They examined the evolution of purchasing into a profession and the effect on the role behavior of its members.

The New Study Guide of the NAPM certification program has been designed to assist candidates in preparing for the Certified Purchasing Manager (CPM) examination. The current examinations are job related and deal with the integrated knowledge, abilities, and skills required of the purchasing manager. The CPM examinations consist of four modules.

Module 1: Purchasing Function

procurement requests, vendor knowledges, competitive bids, general principles of contract law, contract completion, nonconformance, and disposal of scrap or surplus

Module 2: Administrative Function

purchasing department, plans and policies, handling personnel, and budgetary control

Module 3: Organizational Function

forecasting and strategies, alternative sources, standardization, and materials management

Module 4: Continuing Education Function

case studies and articles from publications

Roles of Purchasing, Procurement, and Materials Managers

According to Kernan (15), purchasing, like most business functions does not lend itself to a universally acceptable definition. Thus, the purchasing function varies among firms.

Lewis (16) cited the serious difficulty of contending with the term procurement not meaning the same thing to all people. Disagreement is rampant on the distinction between procurement and purchasing, and no universal agreement exists on what particular activities belong to each. Often the words are used interchangeably, and in different organizations personnel designated as director of procurement, materials manager, manager of purchasing, and purchasing agent may have the same responsibilities.

Pinkerton (7) in defining operational terms for his research on purchasing education cited the three widely used and related terms of purchasing, procurement, and materials management. Purchasing describes the process of buying which includes learning of the need, selecting supplies, negotiating price and other pertinent terms, and monitoring delivery. Procurement involves a wider area and includes duties performed by purchasing personnel, as well as materials supervision, management of inventory control, receiving, incoming inspection, and salvage operations. Materials management is used when the procurement definition is expanded to include production control, traffic, and shipping.

Role of the Purchasing Manager

Kernan and Sommers (15) stressed the concept that the purchasing agent and the seller meet in an advocacy space. The title, purchasing agent, implies the existence of a principal for whom purchases are being

made. The agent, as the advocate of the purchaser, must evaluate products as that principal would. Similarly, the seller is an advocate for the supplying organization. Therefore, the negotiating behavior of the advocates is guided by the purposes of their respective organizations rather than their own.

King (17) stated that skills which purchasing agents must acquire are essentially in marketing. Inability to distinguish between a function and where it should be placed in the organization contributes to the current difficulty of purchasing agents to understand their function. This confusion also contributes to management's failure to understand adequately the procurement function which is performed in different organizations in a variety of ways.

Findings resulting from an investigation by Dickinson (18) implied lack of a clear perception by purchasing managers of their job authority and scope. Also, the results indicated that the authority exercised by the purchasing manager is perceived differently by themselves, superiors, and managerial associates (peers).

Finnegan (8) stated that the monetary buying power of purchasing managers has increased notably in the past decade. In addition to basic buying activities, purchasing executives have numerous other responsibilities. The results of a survey of over 2,000 readers of Purchasing Magazine (8) showed the percentage of purchasing agents having additional responsibilities:

<u>responsibilities</u>	<u>percentage of agents</u>
evaluate and select suppliers and contractors	91
evaluate capabilities of suppliers and contractors	86
take part in make or buy decision	78
specify mode or carrier for incoming shipments	70
participate in establishing or modifying specifications	57
responsible for value analysis programs	56
take part in leasing decisions	41
recommend mode or carrier for outgoing shipments	25

Kiser and Rao (19) indicated that as purchasing attains organizational independence, it becomes more specialized, and the need for coordination and integration with other departments increases. Traditionally, purchasing was viewed as a cost-incurring unit but in recent years it has been considered profit generating. Specific purchasing objectives of a firm become the basis for developing purchasing policies. Responsible incumbents of purchasing positions should envision the buying process as a form of decision making. Etzel and Allen (20) asserted that currently the purchasing function is confronted with a high degree of change and ambiguity. The role of the purchasing manager changes with the task.

Following a survey of 500 general managers and 250 purchasing managers, Ammer (21) discussed six reasons why companies receive less than optimum requirements from purchasing departments. The purchasing manager merely helps other managers (passive purchasing), is a specialist rather than a participant on the management team (active purchasing), is not evaluated by the same standards as other managers, is not as willing to take risks as other managers, has a different perception of success

qualities than top management, and does not have the same opportunities as other managers for promotion in the organization.

General managers considered the most outstanding characteristics for purchasing managers to be accuracy, loyalty, and perseverance; less than 20 percent of the managers placed any value on leadership, imagination, analytical ability, ambition, or persuasiveness. In contrast, purchasing managers visualized their ideal as having characteristics usually attributed to general managers with heavy emphasis on leadership and decisiveness. The conclusion was that no purchasing department can achieve optimum effectiveness unless three criteria are met. The first was purchasing performance must be measured regularly and quantitatively in relation to corporate objectives. Second, purchasing must be treated as a management skill rather than a quasi professional specialty and third, it must become one of the organization's vested interests (21). Finally, Ammer (21) stated that purchasing is a position from which results are expected, but management will not attain results until it specifies objectives and demands performance.

Boffey (22), in a 1975 article, cited a statement from his own 1926 publication. For the future, management will choose and develop purchasing agents with the same judgment and discretion that governs the choice of production and administrative and sales executives. The purchasing agent of tomorrow will attain his position by thorough training for the work.

Fearon (23) stated that purchasing is concerned with acquisition of needed items from outside sources. The purchasing manager selects vendors, determines price and terms, issues purchase orders or contract agreements, follows up on orders, makes adjustments when problems arise,

approves payment for materials or services received, and evaluates vendor performance.

Hill (24) named five concepts basic to modern purchasing as constituting a revolution. These concepts were:

purchasing is not a service function but a profit making activity,

procurement is a separate and distinct function responsible to the top echelon management,

purchasing starts before specifications or requisitions are written,

purchasing needs and deserves highly trained and competent personnel, and

purchasing should be represented in top operating councils.

Johnson (13) described five factors which constitute both a challenge and an opportunity to management and purchasing personnel. These are continuous refinement of policies and procedures, better inventory control, evaluation of vendor reliability, departmental communication, and participation in early planning.

Barath and Hagstad (14) cited a study in which the total purchasing process was described in eight stages:

anticipation or recognition of a problem and a general solution,

determination of characteristics and quantity of items needed,

description of characteristics and quantity of needed items,

search for and qualification of potential sources,

acquisition and analysis of proposals,

evaluation of proposals and selection of suppliers,

selection of an order routine, and

performance feedback and evaluation.

The traditional activities of the purchasing manager begin at stage four

of the purchasing process, search for and qualification of potential sources.

According to Barath and Hagstad (14), professionally oriented purchasing managers tend to observe the standards generated by occupational peers rather than those of the employing organization. Professional status is defined by the purchasing manager as the rank attributed to the purchasing role relative to other organizational roles, such as engineering, accounting, production, scheduling, and sales. Apparently at this time, the purchasing profession is involved with the process of solidifying and articulating central role responsibilities. Less professionally oriented purchasing managers evidently see no clear distinction between the purchasing function and the activities of others involved in the buying process. As the purchasing profession continues to evolve, a more flexible definition of purchasing may lead to further involvement in activities within the industrial buying decision process (14).

Sibley (25) noted that purchasing departments traditionally have suffered from an image problem both in their own companies and among suppliers. Understanding of the purchasing department's images can provide valuable information for changes in detrimental behavior, increased morale, and more effective purchasing performance.

Sibley (25) continued that in the external environment, the important people with images of the purchasing department are primarily suppliers. The ideal buyer is fair, keeps appointments, and gives adequate time to the sales person.

Croell (26) noted the effective supply of materials and services demands coordination and communication between departments, and purchasing must be involved both before and after ordering. Purchasing managers

have the following responsibilities: provide all materials and services, participate in management planning sessions, review purchase specifications and advise operating departments, protect the company from all unauthorized commitments, and dispose of obsolete materials, equipment, or scrap.

According to the NAPM Study Guide (2), the primary objective of purchasing is the acquisition of the right quality, in the right quantity, at the right price, at the right time, from the right sources. Also listed were primary functions of purchasing managers which include recognizing and identifying legitimate needs and fulfilling the needs in an appropriate and efficient manner while operating within the overall constraints and goals of the firm. Purchasing managers are concerned with the full scope of administrative planning.

Role of the Procurement Manager

King (17) mentioned that the historical emergence of purchasing as a function within the framework of manufacturing operations led to the recognition that the procurement of materials and supplies is directly related to the production process. Fearon (23) stated that procurement research is a systematic investigation and fact finding undertaken to improve overall performance of the purchasing and materials system. It includes studies to determine the best value for the purchasing dollar, analyze the capabilities of vendors, and devise more efficient ways of obtaining a smooth integration among the various materials functions. Hill (24) cited, as a revolutionary idea, that procurement is best handled as a separate and distinct function reporting directly to the chief executive.

Lewis (16) stated that considerable misunderstanding of the procurement function exists. He recognized a gradual development in management's acceptance of the procurement concept. This development dates roughly from World War I when a gradual uneven recognition of the importance of sound procurement policies developed.

Confusion exists about the proper place of procurement in management, but a reasonably clear understanding of the procurement function and its relation to the other major functions of a business is possible. The unique responsibility of the procurement function is to make the needed materials available at a reasonable cost. The procurement function consists of determining the proper amount to buy, delivery dates and location, acceptable sources, and satisfactory terms. Also included as required is routing, receiving, inspection, storage, and settlement of the vendor's claim. The responsibility for purchase negotiation is a fundamental characteristic of the procurement function. Lewis (16) summarized the procurement function as being distinct in two respects: (a) the function contributes to top management decisions affecting the company's welfare, and (b) the discharge of the procurement responsibility requires negotiation with vendors and control of the inventory.

Bauer (27), in discussing managerial planning in procurement, cited the two contrasting views on whether procurement is susceptible to the same rigorous management planning and control that characterizes most other functional operations. The first is that procurement planning or systematically obtaining materials at the lowest delivered cost is done every day and does not need to be formalized. The second is that procurement planning is at the center of the purchasing operation and contributes to company profitability.

Bauer (27) developed a chart to demonstrate the differences between the traditional purchasing role and the procurement role. The traditional purchasing manager

- places orders and monitors prices,
- uses many suppliers and whipsaws them, and
- emphasizes fast response to requests and quality.

In apposition, the procurement planning manager

- understands material supplies and user needs,
- challenges specifications and analyzes substitute materials,
- develops long range requirement forecasts,
- assesses delivery and storage methods,
- evaluates traditional sources and costs,
- seeks new sources,
- uses vendor allocation strategy, and
- audits vendor performance.

Bauer closed with the statement that procurement planning is not a panacea, but is a systematic way to bring to bear the highly unique skills related to purchasing on the problem of buying in a tougher environment.

The editors of Restaurants and Institutions, based upon interviews with purchasing managers in a number of commercial foodservices, reported that foodservice organizations of all sizes are emphasizing the procurement function and focusing on ways to integrate it with marketing, operations, and research (3). A prominent member of the Foodservice Managers Purchasing Group of NRA emphasized the sudden emergence of the role of purchasing in the management structure of many companies. The most striking trends are the moves toward centralization and viewing procurement as a complete system from developing specifications and supplier contacts to unit level inventory controls. The current emphasis on procurement is the realization that saving at the purchasing end of the system usually translates directly into profit. This fact alone ensures that procurement will remain in the foodservice limelight (3).

Role of the Materials Manager

King (17) stated the systems approach to management decision making emerged in the 1940's. Such a view recognizes that any action in one part of the system has some effect on every other part. Materials management or physical distribution concepts which are essentially the same except that the former emphasizes management of goods and the latter the physical movement evolved from the systems approach.

Dillon (28) interviewed the director of procurement and facilities planning in a large corporation to learn as much as possible about purchasing operations and interrelated functions. He found that successful purchasing managers were looking at the whole system rather than the middle purchasing part although they did not have the materials managers title. The director stated that in his company materials management was defined as a concept rather than a structure. It is the organizational grouping of the purchasing, production and inventory control, and physical distribution functions under a single manager responsible for specifying, obtaining, storing, and planning the usage and distribution of materials at the least total cost. The best materials manager has worked in production and inventory control, purchasing, and physical distribution and is a generalist rather than a specialist. The purchasing manager will not become obsolete, because the materials manager does not replace anyone but instead integrates functions in the organization. The advantage of materials management is unity of control, potential for development, and better organizational recognition. The disadvantage is finding someone who can conceptualize the position into a general one rather than a specialization.

Serchuk (29) stated materials management is a concept which deals with people and their problems relating to the movement of materials within the company not with the materials directly. It must enable the various functions of purchasing, production, traffic, and others to make the most efficient and economical use of the company's resources. Serchuk noted that materials management is now defined as the unifying force which keeps these functions moving in a common direction for greatest benefit to the company. In the future, a materials manager could become the vice president of materials and would need practical experience in all of the functions pertinent to materials management.

Zenz (30) stated that coordination and integration are the essence of materials management. He also suggested major categories of materials management responsibility were planning and forecasting, company operations integration, and performance of the individual functional areas.

Fearon (23) recognized that a considerable divergence of views about the content and scope of materials management exists. He defined it as the single manager organization concept embracing the planning, organizing, motivating, and controlling of all those activities and personnel principally concerned with the flow of materials into an organization. Although most discussions of materials management in the literature have focused on a manufacturing type operation, the concept is equally applicable to any organization which depends on the continuous flow of incoming materials or supplies to support operations. Functions that would be included under materials management will vary from firm to firm. The primary objective of materials management is to solve materials problems from a total organizational viewpoint rather than from that of the individual functions.

Fearon (23) listed qualifications for a materials manager which include the ability to accomplish predetermined goals and plan, organize, motivate, and control the functions constituting the managerial process. He must be the controller of dynamic, interdependent systems of human and technical interaction.

Thompson (31) assessed the possibilities for purchasing personnel to make a career advancement by entering the field of materials management. He quoted a number of purchasing managers who made such a transition, and the consensus was that purchasing is a good route to materials management. Thompson cited the chief problems facing purchasing professionals, who desire to move into these positions, were lack of experience in inventory control and production scheduling, use of computers and computer based materials requirement planning, and low visibility in the organization for solving corporate wide problems.

Lipman (32) believed some profound changes in direction are appearing in materials management. From the initial emphasis on smoothing the flow, the accent has shifted to getting the most out of the goods themselves. A materials manager oversees how the company buys as well as how to order, receive, store, and disperse materials. Some purchasing managers fear that materials management will overshadow the importance of purchasing.

Miller and Gilmour (33) cited that the arguments for materials management are tied to the premise that purchasing, production, and distribution are not separate activities. Instead they are aspects of one basic task of controlling the flow of materials and products from sources of supply, through manufacturing and out through the channels of distribution, and into the hands of customers. Perhaps the most

important lesson of the materials management approach is that the materials manager has been superimposed on the array of systems, modeling, negotiating previously applied to inventory control, production planning, purchasing, and distribution problems.

The importance of materials management is attested by inclusion as one of the sections in Module 3, The Organizational Function, in the New Study Guide for the NAPM certification program (2). Materials management from a systems point of view encompasses the broad functions of planning, acquiring, storing, moving, and controlling material. From an organizational point of view, materials management includes forecasting, purchasing, production, inventory, materials handling, and transportation as related to material.

The evolution of materials management was outlined as follows:

- decentralized--line officers handle all materials functions,
- clerical--daily operations handled by clerks, under specific instruction from line officials,
- functional--various functions are recognized and given reasonable stature under line officials,
- managerial--some or all the functions are given management status with a director reporting to top management, and
- materials management--all or part of the functions are combined into one department under a materials manager.

Zenz (30), in his projections for materials management and purchasing in the 1980's, began with the definition that materials management is an organizational concept which centralizes responsibility for those activities involved in moving materials into and, in some cases, through the organization. While the functions vary, they usually include purchasing, inventory control, and traffic, with production control, stores, and related subordinate functions included sometimes. Zenz presented a

series of charts illustrating organizational alternatives, ranging from one with no materials management to an organization embodying materials management with a central staff operation and decentralized operational control.

Zenz (30) stated materials management centralizes responsibility for all material decisions in one managerial position, which results in:

- a reduction of "buck passing" between subfunction managers,
- minimization of conflicting objectives and self interest of the subfunctions,
- improved morale particularly for the smaller subfunctions,
- better utilization of on-line computer facilities,
- improved vendor relations, and
- a reduction of inventory levels.

Zenz asserted the materials management concept is bolstered by a changing management philosophy that views purchasing not so much as a service function but rather as profit oriented. In conclusion, Zenz projected that use of the materials management concept will increase significantly during the 1980's. This increase will be nurtured by anticipated turbulence in the supply and prices of materials. The use of centralized staff with decentralized line control will become increasingly popular and more total on-line computer applications will be utilized.

METHODOLOGY

Phase I. Planning and Development of Study

The initial phase in this study was to collect statements of necessary skills and responsibilities of purchasing managers in commercial foodservice. These statements were compiled from a number of sources in the literature, principally Ammer (34), Pooler (35), and Berry (36). A total of 79 statements were assembled, 41 from Ammer and 19 each from Pooler and Berry.

The statements were submitted for comments to a review panel consisting of the study leader and two faculty members of the Department of Dietetics, Restaurant, and Institutional Management who have had extensive experience in foodservice management. The panel deleted three repetitive statements, thus reducing the number to 76. These were then reworded in behavioral terms and in language familiar to the prospective respondents. To simplify the proposed questionnaire, the 76 statements were ordered into 10 categories: Purchasing/Procurement, Specifications, Inventory/Warehouse Control, Record Keeping, Transportation, Vendor/Supplier Relations, Contracts, Production, Personnel Management, and Management.

At a subsequent meeting of the review panel, the list of responsibility statements arranged by categories was reconsidered. The statements were scrutinized for significance, repetition, relevance, and understandability together with the appropriateness of the categorizations. The result of this examination was the deletion of 14 statements leaving the list at 62 items. The original category of Inventory/Warehouse

Control was relabeled Inventory/Warehouse Management and the statements from the Record Keeping category were incorporated. Also, the Production and Transportation categories were deleted because the statements were incorporated into more appropriate categories. The Management category was retitled General Management to distinguish it from more specific areas. The final seven categories of statements were:

- Purchasing/Procurement
- Specifications
- Inventory/Warehouse Management
- Vendor/Supplier Relations
- Contracts
- Personnel Management
- General Management

The resultant instrument was reviewed by an institutional purchasing manager. He indicated the functions were appropriate and offered no suggestions for revision.

The intent of this study was to develop a list of responsibility statements describing functions of purchasing managers in commercial food-service. Because the statements had been drawn from current literature, an early decision by the review committee was to refine them by the reactions of purchasing managers and their supervisors. Securing a reasonable consensus by one questionnaire was deemed unreasonable. Consequently, a modified Delphi technique was chosen as the primary method of the study.

Delphi (4) is a decision making tool which can be modified to respond to the needs of individual decision makers. According to Delbecq (4), Delphi is a group process which utilizes written responses as opposed to bringing individuals together. Delphi does not require personal contact and allows persons to remain anonymous and prevents domination by any individuals. It is particularly useful for involving experts who cannot

attend a joint session. Modifications in the Delphi process were patterned on the techniques used in role delineation studies such as those conducted by The American Dietetic Association (40, 41). Role delineation involves identifying responsibilities and supporting skill/knowledge components which must be demonstrated by practitioners as they deliver quality services (40).

For the purposes of this study involving a comparatively small population, a two step Delphi process was adopted. This process consisted of a questionnaire with derived statements of responsibilities submitted to purchasing managers in commercial foodservice for revision and return, and a second submission and return to attain a probable consensus. If a reasonable consensus was not attained, further submissions and returns would be in order. The interest and concern of purchasing managers gave an indication that the two stage Delphi technique would be adequate for the purposes of this study.

Phase II. Delphi Stage One

The first Delphi instrument was a six page questionnaire consisting of seven categories and related 62 responsibilities. The questionnaire was sent to the 70 commercial purchasing managers who were members of the National Restaurant Association (NRA) Foodservice Purchasing Managers Group. The assumption was that these managers in the industry, because of experience and expertise, could best delineate responsibilities of purchasing managers.

The questionnaire and an explanatory letter were sent to the selected managers. The letter included an explanation of the importance of the study, a description of the procedures, and a request for the

name and address of the immediate supervisor who would be asked to participate in the second stage of the study (Appendix A).

The first Delphi instrument was headed by instructions for its completion and a statement of the study objective which was to compile as complete a description as possible of the purchasing manager's role (Appendix A). The various statements were widely spaced for inclusion of suggestions or revisions. Respondents were asked to delete any statements believed inappropriate or irrelevant. Also, space was provided on the last page for the addition of any other items considered essential.

A total of 70 questionnaires was sent to the selected purchasing managers, and 32 were returned within three weeks. Follow up letters (Appendix A) and the same questionnaire in a different color were sent to the 36 who had not responded, and five of these returned completed questionnaires. Of the 37 returned, one participant asked to be excluded from the study and another left the United States resulting in 35 for the study. Nine of the 35 respondents did not give the names of their immediate supervisors and this information was secured by telephone. The comments and suggested revisions from the 35 participants were compiled. The seven categories and number of comments in each follows:

<u>Category</u>	<u>No. of comments</u>
Purchasing/Procurement	96
Specifications	35
Inventory/Warehouse Management	35
Vendor/Supplier Relations	33
Contracts	9
Personnel Management	28
General Management	20

In addition, 20 other comments were recorded.

All comments and suggestions were evaluated by the review panel in two sessions. Based on this input from the respondents, the instrument was revised by elimination of eight statements considered to be redundant, unclear, or inappropriate, minor modification of 18, and the addition of four resulting in a 58 item questionnaire.

Phase III. Delphi Stage Two

Two separate questionnaires for the second stage of the Delphi technique were developed from the responses to stage one. The questionnaire designed for the purchasing managers consisted of two parts. Part I pertained to demographic data including title of position, experience, route to the position, education, type of foodservice operation, and sales volume.

Part II of the instrument consisted of the 58 responsibility items arranged in seven categories with parallel rating scales for degree of responsibility and importance (Appendix B). The rating scales adapted from those used in other studies (37-39) are shown below.

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Scale B. Importance

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

The instrument for the superior consisted of the 58 statements in seven categories to be checked if they were responsibilities of the purchasing manager in their organizations. The sponsoring organization was identified on both instruments which were in contrasting colors. Parts I and II of the questionnaire for the purchasing managers were printed on six pages. The separate questionnaire for the superior was printed on two sides of one sheet (Appendix B).

The final mailing was sent separately to the 35 purchasing managers responding to the first stage of the study and their immediate superior. The accompanying letter to the purchasing managers gave a very brief description of the study and its evolution from a request by the NRA special interest group of purchasing managers (Appendix C).

The letter to the superior contained a more detailed description of the development of this study. The point was stressed that the responses from the superior related to whether or not the task statements were truly the responsibility of the purchasing manager in a particular organization. Addressed stamped envelopes were enclosed for return.

Of the 35 instruments sent to each of the groups, 28 were returned from the purchasing managers and 16 from the supervisors. Three weeks after the final mailing, a follow up letter was sent to those who had not responded (Appendix C). Two additional responses were received from the purchasing managers and eight from superiors. One purchasing manager's questionnaire was unusable because the respondent was both a manager and superior. The instruments returned by purchasing managers were matched with responses from superiors and used for the principal data analysis. Also, the five unmatched questionnaires from the purchasing managers were

added to the analysis. Data were coded and keypunched for analysis by electronic data processing.

RESULTS AND DISCUSSION

General Information

The demographic information from respondents was divided into personal characteristics (Table 1) and characteristics of the operations in which respondents were employed (Table 2). Thirty purchasing managers in commercial foodservice provided information on their functions and responsibilities.

Personal Characteristics

Descriptive data about the purchasing managers participating in the study are included in Table 1. Seventeen of the respondents considered themselves to be purchasing managers and nine procurement officers. Four indicated they were purchasing agents. None of the respondents classified themselves as buyers or materials managers. Sixty percent of the respondents had been in present positions five years or less; the remainder had longer tenure. Two-thirds had 11 or more years of purchasing experience.

The majority of the respondents (63.3 percent) became purchasing managers by working their way up through the organization. Only three of the respondents (10.3 percent) indicated that their route to management was by entering the family business. All but two held a baccalaureate degree; 13 majored in business administration and 9 in restaurant management.

Table 1: Characteristics of personnel with purchasing responsibility in commercial foodservice

	N	%
present position classification		
purchasing agent	4	13.3
procurement officer	9	30.0
purchasing manager	17	56.7
years in present position		
less than 2 years	6	20.0
2 to 5 years	12	40.0
6 to 10 years	5	16.7
11 or more years	7	23.3
experience in purchasing		
less than 5 years	2	6.9
5 to 10 years	8	27.6
11 to 25 years	16	55.2
more than 25 years	3	10.3
route to purchasing management ¹		
entered family business	3	10.3
worked way up through organization	19	63.3
work experience in purchasing	16	53.3
baccalaureate degree	28	93.3
major:		
business administration	13	43.3
arts and sciences	4	13.3
restaurant or foodservice management	9	30.0
other	2	6.7
education and family business ²	2	7.4
education and worked up ²	10	37.0
education and work experience ²	7	25.9

¹ Respondents checked as many responses as applied.

² Respondents indicating baccalaureate degree and one other response.

Operational Characteristics

Table 2 includes general information on the organizations in which the respondents were employed. About one-third of the respondents indicated that their organizations operated fast food, atmosphere/speciality, or family type restaurants. A single type operation was indicated by about 60 percent and the remainder reported multiple-type operations.

Over half of the respondents (56.6 percent) were purchasing agents for operations that had more than 100 foodservice units; in fact, some organizations had over 1000 units. The 1980 sales volume of the organizations in which the managers were employed ranged from \$1 million to over \$500 million.

Analysis of Responsibility Statements

The primary purpose of this study was to clarify the functional responsibilities of purchasing managers in commercial foodservice operations in order to delineate the appropriate organizational role. To accomplish this goal, data were collected from purchasing managers and their immediate superiors using a two stage modified Delphi technique. Responsibilities of purchasing managers were examined from several perspectives: (a) percentage of purchasing managers reporting that they performed the various functions within the seven categories of responsibility or that a member of their staff performed the functions; (b) the percentage of immediate superiors reporting that they viewed the various functions as responsibilities of the purchasing manager; and (c) the percentage of cases in which purchasing managers and their superiors agreed that a function either was or was not the responsibility of the

Table 2: Characteristics of commercial foodservice organizations employing survey respondents

	N	%
type of operation ¹		
fast food	11	36.7
family type	9	30.0
take out	5	16.7
cafeteria	6	20.0
coffee shop	8	26.7
atmosphere/speciality	10	33.3
other	8	26.7
multiple type operations		
1 type of operation	17	58.6
2 types of operations	6	20.7
3 or 5 types of operations	3	10.3
over 5 types of operations	3	10.3
number of foodservice units		
6 to 20	3	10.0
21 to 60	5	16.7
61 to 75	1	3.3
76 to 100	4	13.3
101 to 500	7	23.3
501 to 1000	4	13.3
over 1000	6	20.0
sales volume (\$) for calendar year 1980		
1 to 4 million	2	6.9
over 4 to 10 million	1	3.4
over 10 to 75 million	5	17.2
over 75 to 500 million	15	51.7
over 500 million	5	17.2

¹ Respondents checked as many responses as applied.

purchasing manager. These data are shown in Table 3 and are discussed in the following sections.

Reports of Purchasing Managers

In analyzing the responsibilities from the perspective of the purchasing managers themselves, if at least 60 percent indicated that a function was their responsibility, these functions were included in the delineation of the appropriate role for purchasing manager in commercial foodservice which was compiled as an outcome of this study. In five of the seven categories, all of the functions met the criterion and, therefore, were considered to be among the responsibilities, generally, of commercial purchasing managers (Table 3). These categories were:

- I. Purchasing/Procurement
- II. Specifications
- IV. Vendor/Supplier Relations
- V. Contracts
- VI. Personnel Management

Four functions in Category III, Inventory/Warehouse Management, and two in Category VII, General Management, were less frequently in the realm of responsibility of the purchasing managers (i.e., < 60 percent reported that they or a member of their staff performed the function). Specifically, conduct of physical inventories, responsibility for security of storage, determination of stock levels, and maintenance of storage facilities were Inventory/Warehouse Management functions often outside the purchasing manager's sphere. Also, data processing support and energy conservation were not seen by the purchasing managers as their responsibilities.

Table 3: Functions of personnel with purchasing responsibility in commercial foodservice: Reports of purchasing managers and their immediate superiors

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors		
		¹ %	² %	³ %	
<u>I. Purchasing/Procurement</u>					
1.	Issue purchasing orders for needed materials and services	79.2	95.8		83.4
2.	Recognize the importance of the buying process and its impact on your organization and purveyors	91.7	100.0		91.7
3.	Coordinate the procurement and distribution of food items with production operations	76.0	84.0		84.0
4.	Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis	100.0	100.0		100.0
5.	Obtain the best value at the lowest price consistent with established quality standards and delivery schedules	100.0	100.0		100.0

¹% of purchasing managers reporting that they performed the function or it was performed by a member of their staff.

²% of immediate superiors reporting the various functions were responsibilities of the purchasing managers.

³% of cases in which purchasing managers and their superiors agreed that a function either was or was not the responsibility of the purchasing manager.

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	%
6.	Maintain files of vendors' stock lists, catalogues, price sheets, and discounts	96.0	96.0		92.0
7.	Forecast market conditions, availability of materials, and economic conditions	92.0	84.0		76.0
8.	Keep informed of current laws, rules, and regulations affecting purchasing	92.0	92.0		84.0
9.	Monitor purchase orders to determine if deliveries are correct	64.0	88.0		68.0
10.	Check purchase orders for clarity and completeness	68.0	92.0		76.0
11.	Handle communication concerning overshipment, shortages, price changes, etc.	84.0	92.0		84.0
12.	Determine the cost of deliveries and the best method of transportation	80.0	76.0		64.0
<u>II. Specifications</u>					
1.	Develop specifications for materials and services in cooperation with personnel responsible for production	79.2	66.7		62.5
2.	Audit packaging specifications	62.5	45.8		58.3

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	%
3.	Authorize rejection of materials which fail to meet specifications	66.7	91.7	66.7	66.7
4.	Promote standardization of materials and services through specifications	92.0	84.0	76.0	76.0
5.	Maintain file of current specifications	91.7	87.5	79.2	79.2
III. <u>Inventory/Warehouse Management</u>					
1.	Conduct periodic physical counts of stocks to verify records	48.0	48.0	60.0	60.0
2.	Minimize losses from pilferage, spoilage, or obsolescence	36.0	56.0	56.0	56.0
3.	Minimize operating costs for storage of food and supplies	60.0	60.0	68.0	68.0
4.	Determine necessary stock levels to provide adequate food and supplies and minimize capital investment	56.0	68.0	56.0	56.0
5.	Inspect storage areas	60.0	60.0	60.0	60.0
6.	Monitor records of inventory, materials on-order, and potential demands for food and supplies	72.0	76.0	64.0	64.0
7.	Monitor maintenance and repair of storage facilities	39.1	39.1	65.2	65.2

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	
<u>IV. Vendor/Supplier Relations</u>					
1.	Select suppliers	100.0	96.0	96.0	96.0
2.	Negotiate reasonable terms with suppliers	100.0	100.0	100.0	100.0
3.	Act as a liaison between suppliers and other departments in your organization	96.0	100.0	96.0	96.0
4.	Compare suppliers' product quality, services, dependability, and cost	96.0	96.0	92.0	92.0
5.	Create goodwill for your organization through cordial trade relations	92.0	96.0	88.0	88.0
6.	Solve problems with vendors	96.0	100.0	96.0	96.0
7.	Establish a system for vendor rating and selection	88.0	76.0	72.0	72.0
8.	Work with sales representatives to identify new products, materials, processes, etc.	88.0	96.0	92.0	92.0
9.	Oversee distribution of bids and receipt of quotations	88.0	92.0	88.0	88.0
10.	Investigate suppliers' facilities, when appropriate	100.0	88.0	88.0	88.0
11.	Interview salesmen	100.0	96.0	96.0	96.0

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	%
<u>V. Contracts</u>					
1.	Negotiate contracts for food, supplies, and services	96.0	96.0	96.0	100.0
2.	Determine whether open market or contract is preferable for purchasing various materials and services	96.0	96.0	96.0	92.0
3.	Coordinate review of contracts by legal counsel and/or other appropriate personnel	88.0	64.0	64.0	68.0
<u>VI. Personnel Management</u>					
1.	Develop job descriptions for purchasing and storeroom personnel	64.0	80.0	80.0	76.0
2.	Aid in training purchasing and storeroom personnel	70.8	87.5	87.5	75.0
3.	Manage purchasing and storeroom personnel	70.8	75.0	75.0	62.5
4.	Promote good relations between purchasing and other personnel in the organization	88.0	88.0	88.0	76.0
5.	Select qualified personnel for purchasing and storage functions	72.0	80.0	80.0	76.0
6.	Train buyers to follow established purchasing procedures	84.0	76.0	76.0	76.0

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	%
7.	Determine staffing needs for purchasing and storage functions	76.0	72.0		80.0
8.	Supervise clerical activities involved in purchasing	84.0	92.0		84.0
<u>VII. General Management</u>					
1.	Monitor flow of materials through the system; i.e., from selection to production to service	80.0	80.0		68.0
2.	Serve on policy making team of the organization	84.0	72.0		64.0
3.	Participate in "make or buy" decisions	76.0	76.0		76.0
4.	Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means	100.0	100.0		100.0
5.	Establish priorities for meeting objectives	96.0	96.0		92.0
6.	Develop policies and procedures to guide performance and reduce duplication of effort	88.0	92.0		80.0
7.	Support a program of data processing	52.0	72.0		72.0

Table 3: (cont.)

item number	functions	functions as reported by:			extent of agreement on functions
		purchasing managers	superiors	%	
		%	%	%	%
8.	Meet with personnel in your organization to discuss problems with products, deliveries, or services	96.0	100.0		96.0
9.	Develop budget for operations within your scope of responsibility	83.3	79.2		70.9
10.	Review financial statements to monitor expenditures in operational areas for which you are responsible	80.0	76.0		64.0
11.	Coordinate efforts with quality control division	80.0	84.0		72.0
12.	Promote energy conservation in all operations within your scope of responsibility	28.0	60.0		52.0

Reports of Immediate Superiors

Data from the immediate superiors of the purchasing managers were examined according to the criterion established for analyzing the reports from the purchasing managers themselves; i.e., functions were considered to be generally within the job description of the purchasing managers if a consensus occurred among 60 percent or more of the immediate superiors. Also, the percentages compiled for each of the two survey groups were compared; a range of 15 percent or more was considered a major difference.

With a few exceptions, the immediate superiors considered the functions evaluated to be the responsibilities of purchasing managers in their organizations. Only four functions failed to meet the criterion established for a consensus. The immediate superiors indicated that all functions in the following five categories were responsibilities of purchasing managers:

- I. Purchasing/Procurement
- IV. Vendor/Supplier Relations
- V. Contracts
- VI. Personnel Management
- VII. General Management

Three of the functions not considered responsibilities of purchasing managers were in the Inventory/Warehouse Management category which concurred with reports of the purchasing managers themselves. Determination of stock levels, however, was rated by the superiors to be a part of the job description for purchasing managers although this function failed to meet the criterion of 60 percent or more of the purchasing managers reporting it to be within their role.

The one other function not considered by superiors to be a purchasing management responsibility was auditing packaging specifications in Category II. Purchasing managers, however, frequently reported that they

assumed this responsibility. Perhaps, because of the specific nature of this function, the purchasing managers were more aware of the tasks involved.

In ten instances, the percentage reports of purchasing managers and the immediate superiors differed by 15 percent or more. Two functions in the General Management Category (VII) which related to data processing and energy conservation would be included in the purchasing manager job description according to reports of the superiors but would not according to purchasing managers themselves. Conversely, the function concerned with auditing packaging specifications was considered by purchasing managers, but not by immediate superiors, to be their responsibility.

In seven of the other instances for which the reports of purchasing managers and superiors differed greatly (i.e., ≥ 15 percent), consistently greater percentages of the superiors considered the responsibilities to be a part of the job of purchasing managers in their organizations:

<u>category</u>	<u>function</u>
I. Purchasing/Procurement	Issue purchase orders Monitor purchase order for correctness Check purchase orders for clarity and completeness
II. Specifications	Authorize rejection of materials
IV. Personnel Management	Develop job descriptions for purchasing personnel Aid in training purchasing personnel
VI. Contracts	Coordinate review of contracts by legal counsel

The final comparison considered a major difference was in Category V, Contracts. A much greater percentage (88 percent) of the purchasing managers indicated that coordination of legal review of contracts was

their responsibility than was true for the immediate superiors (64 percent). Perhaps a number of the general managers viewed this function as the responsibility of the corporate counsel.

Agreement between Purchasing Managers and Their Superiors

Degree of agreement between responses from the purchasing managers and their immediate superiors was determined by computing the percentage of matched pairs of managers and their superiors who agreed that a function either was or was not the responsibility of the purchasing manager. The degree of agreement was considered to be high if the percentage was 70 percent or greater.

The two groups agreed in their responses in 71 percent of the comparisons, i.e. the extent of agreement was 70 percent or higher on 41 of the 58 functions. Consensus between the manager and their immediate superiors was most frequent in four of the seven functional categories:

- I. Purchasing/Procurement
- IV. Vendor/Supplier Relations
- VI. Personnel Management
- VII. General Management

Data indicated lack of agreement on all functions within the Inventory/Warehouse Management Category. The following chart summarizes the instances in which the consensus between the matched pairs was low.

<u>category</u>	<u>no. items in category</u>	<u>no. instances with low extent of agreement</u>
I. Purchasing/Procurement	12	2
II. Specifications	5	2
III. Inventory/Warehouse Management	7	7
IV. Vendor/Supplier Relations	11	0
V. Contracts	3	1
VI. Personnel Management	8	1
VII. General Management	12	4

The differences in responses of purchasing managers and their superiors, as measured by degree of agreement, suggested that the functions listed in the Inventory/Warehouse Management Category frequently are not the responsibility of the purchasing manager or that the managers and their superiors have differing perceptions of job descriptions for purchasing personnel. The lack of agreement in the General Management Category suggests that purchasing managers probably were not fully aware of management's expectations in the areas of data processing, energy conservation, materials management, and policy formulation.

Assessment of Importance of Purchasing Functions

Purchasing managers also were asked to rate the importance of functions for which they were responsible using a 5 point scale: 1, essential to 5, of no importance. Means and standard deviations were computed for those managers who indicated that a function was either their responsibility or the responsibility of a member of their staff. Data are presented in Table 4. The percentage distribution of responses is included in Table 5 in Appendix D.

Functions were ordered from most to least important within each of the seven functional categories. Mean importance scores for all 58 functions ranged between 1.10 to 2.38 indicating all the functions were considered to be essential or very important if the function was the responsibility of the purchasing manager. The differentiation in responses was whether or not the responsibility was a part of the job, not on its degree of importance. The functions rated as most important (mean ≤ 1.5) are listed below:

Table 4: Relative importance of various functions of personnel responsible for purchasing in commercial foodservice

item number	function	N ¹	mean importance score ²	item number	function	N	mean importance score
<u>I. Purchasing/Procurement</u>							
5.	Obtain the best value at the lowest price consistent with established quality standards and delivery schedules	30	1.10 ± 0.31	5.	Maintain file of current specifications	26	1.58 ± 0.56
2.	Recognize the importance of the buying process and its impact on your organization and purveyors	27	1.26 ± 0.53	1.	Develop specifications for materials and services in cooperation with personnel responsible for production	22	1.59 ± 0.50
4.	Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis	30	1.27 ± 0.45	3.	Authorize rejection of materials which fail to meet specifications	18	1.78 ± 0.65
7.	Forecast market conditions, availability of materials, and economic conditions	27	1.67 ± 0.68	2.	Audit packaging specifications	16	2.38 ± 0.96
3.	Coordinate the procurement and distribution of food items with production operations	21	1.67 ± 0.73	<u>III. Inventory/Warehouse Management</u>			
1.	Issue purchasing orders for needed materials and services	22	1.73 ± 0.88	4.	Determine necessary stock levels to provide adequate food and supplies and minimize capital investment	16	1.63 ± 0.62
8.	Keep informed of current laws, rules, and regulations affecting purchasing	26	1.77 ± 0.86	2.	Minimize losses from pilferage, spoilage, or obsolescence	9	1.78 ± 0.67
10.	Check purchase orders for clarity and completeness	20	1.90 ± 0.79	3.	Minimize operating costs for storage of food and supplies	17	1.82 ± 0.81
6.	Maintain files of vendors' stock lists, catalogues, price sheets, and discounts	29	1.97 ± 0.82	6.	Monitor records of inventory, materials on-order, and potential demands for food and supplies	22	1.91 ± 0.92
12.	Determine the cost of deliveries and the best method of transportation	23	2.00 ± 0.80	1.	Conduct periodic physical counts of stocks to verify records	12	2.00 ± 0.60
9.	Monitor purchase orders to determine if deliveries are correct	19	2.00 ± 0.82	7.	Monitor maintenance and repair of storage facilities	9	2.11 ± 0.93
11.	Handle communication concerning overshipment, shortages, price changes, etc.	26	2.15 ± 0.83	5.	Inspect storage areas	18	2.17 ± 0.79
<u>II. Specifications</u>							
4.	Promote standardization of materials and services through specifications	27	1.52 ± 0.58	<u>IV. Vendor/Supplier Relations</u>			
				1.	Select suppliers	30	1.20 ± 0.48
				2.	Negotiate reasonable terms with suppliers	30	1.30 ± 0.47
				4.	Compare suppliers' product quality, services, dependability, and cost	28	1.36 ± 0.56

¹N = number of purchasing managers indicating a function was their responsibility or responsibility of a member of their staff. Data were omitted for managers indicating a responsibility was not their responsibility.

²Mean and standard deviation; scale = 1, essential to 5, of no importance. Functions are ordered from most to least important within functional categories.

Table 4: (cont.)

item number	function	N	mean importance score	item number	function	N	mean importance score
3.	Act as a liaison between suppliers and other departments in your organization	29	1.52 ± 0.63	7.	Determine staffing needs for purchasing and storage functions	22	1.77 ± 0.69
6.	Solve problems with vendors	29	1.69 ± 0.71	1.	Develop job descriptions for purchasing and storeroom personnel	19	1.79 ± 0.92
9.	Oversee distribution of bids and receipt of quotations	27	1.74 ± 0.71	2.	Aid in training purchasing and storeroom personnel	21	1.95 ± 0.81
5.	Create goodwill for your organization through cordial trade relations	27	1.74 ± 0.81	8.	Supervise clerical activities involved in purchasing	24	2.00 ± 0.89
8.	Work with sales representatives to identify new products, materials, processes, etc.	26	1.85 ± 0.73	VII. General Management			
7.	Establish a system for vendor rating and selection	26	1.96 ± 0.72	5.	Establish priorities for meeting objectives	28	1.29 ± 0.54
10.	Investigate suppliers' facilities, when appropriate	30	2.03 ± 0.85	2.	Serve on policy making team of the organization	25	1.40 ± 0.58
11.	Interview salesmen	29	2.03 ± 0.87	1.	Monitor flow of materials through the system; i.e., from selection to production to service	22	1.46 ± 0.67
V. Contracts				3.	Participate in "make or buy" decisions	22	1.46 ± 0.74
1.	Negotiate contracts for food, supplies, and services	29	1.52 ± 0.69	4.	Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means	30	1.53 ± 0.63
2.	Determine whether open market or contract is preferable for purchasing various materials and services	29	1.72 ± 0.75	8.	Meet with personnel in your organization to discuss problems with products, deliveries, or services	29	1.55 ± 0.63
3.	Coordinate review of contracts by legal counsel and/or other appropriate personnel	25	1.76 ± 0.83	11.	Coordinate efforts with quality control division	23	1.61 ± 0.50
VI. Personnel Management				10.	Review financial statements to monitor expenditures in operational areas for which you are responsible	25	1.64 ± 0.70
6.	Train buyers to follow established purchasing procedures	24	1.50 ± 0.66	6.	Develop policies and procedures to guide performance and reduce duplication of effort	26	1.65 ± 0.56
5.	Select qualified personnel for purchasing and storage functions	21	1.52 ± 0.68	9.	Develop budget for operations within your scope of responsibility	24	1.75 ± 0.79
4.	Promote good relations between purchasing and other personnel in the organization	26	1.69 ± 0.84	7.	Support a program of data processing	17	2.00 ± 0.61
3.	Manage purchasing and storeroom personnel	20	1.75 ± 0.64	12.	Promote energy conservation in all operations within your scope of responsibility	8	2.00 ± 1.07

<u>category</u>	<u>function</u>
I. Purchasing/ Procurement	Obtain the best value at the lowest price consistent with established quality standards and delivery schedules. Recognize the importance of the buying process and its impact on your organization and purveyors Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis
IV. Vendor/Supplier Relations	Select suppliers Negotiate reasonable terms with suppliers Compare suppliers' product quality, services, dependability, and cost
VI. Personnel Management	Train buyers to follow established purchasing procedures
VII. General Management	Establish priorities for meeting objectives Serve on policy making team of the organization

Most of the managers (i.e., 80 percent or more) reported they had responsibility for the functions listed above and considered them to be extremely important aspects of their role. Most of these functions relate to effectiveness of purchasing processes and management of vendor/supplier relationships. Staff training and establishing priorities were other critical components. Involvement in the central policy formulation in the organizations was considered to be another key responsibility suggesting purchasing managers have a broad perspective of their organizational role.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Purchasing is recognized as an essential procedure in management, and the development and upgrading of individuals with this responsibility is important. The purpose of this study was to identify responsibilities of purchasing managers in commercial foodservice organizations to delineate the role more clearly of the purchasing position in the commercial segment of the industry. The concept of this study evolved from the comments of the National Restaurant Association (NRA) Purchasing Managers Group.

Initially, statements about the necessary skills and responsibilities of purchasing managers in commercial foodservice were compiled from an extensive review of the literature. A review panel refined and categorized the statements.

A two-step Delphi process was adopted for further refinement which involved an initial review of the statements by purchasing managers and a second review by the managers and their immediate superiors. The final instrument, which included a listing of 58 functions within seven categories, was sent to 70 purchasing managers identified by the NRA. The purchasing managers' questionnaire included scales for rating (a) degree of responsibility and (b) importance. The immediate superiors were asked to identify functions they considered to be responsibilities of purchasing managers in their organizations.

Most of the survey group indicated they held positions as purchasing managers; the rest had the title of procurement officer or purchasing agent. All but two held a baccalaureate degree and the majority had

become purchasing managers by working their way up through the organization. Over half of the respondents were purchasing managers for operations that had more than 100 foodservice units with a sales volume ranging from \$100 to \$500 million.

Purchasing managers were asked to report whether a function was (a) one they performed, (b) one which was performed by a member of their staff, (c) by another department, or (d) not applicable to their organization. In five of the seven categories, all of the functions were considered to be among the responsibilities, generally, of purchasing managers in commercial foodservice. Inventory/Warehouse Management functions, data processing, and energy conservation were less frequently in the realm of responsibility of the purchasing manager (i.e., < 60 percent reported they or a member of their staff performed the function).

Data from the immediate superiors of the purchasing managers were examined according to the criterion established for analyzing reports from the purchasing managers themselves; i.e., functions were considered to be generally within the job description of the purchasing manager if a consensus occurred among 60 percent or more of the immediate superiors. Only four functions failed to meet the established criterion, three of which were in the Inventory/Warehouse Management Category.

The two groups agreed on job functions in 71 percent of the comparisons of matched pairs of responses of purchasing managers and their superiors; i.e., 70 percent or more agreed that a function either was or was not a purchasing managers' responsibility in 41 of the 58 comparisons. Data indicated lack of agreement on all functions within the Inventory/Warehouse Management Category suggesting that responsibility of the purchasing manager concerning the functions listed may not be clear in a

number of commercial foodservice organizations. Other areas on which lack of agreement occurred were data processing, energy conservation, materials management, and policy formulation.

Purchasing managers also were asked to rate the importance of the functions for which they were responsible using a 5 point scale: 1, essential to 5, of no importance. Mean importance scores for all 58 functions ranged between 1.1 to 2.4 indicating all the functions were considered to be essential or very important if the functions were the responsibility of the purchasing manager. The functions rated as most essential (mean ≤ 1.5) related to effectiveness of the purchasing process, management of vendor/supplier relationships, and involvement in policy formulation.

Generally, superiors viewed the role of the purchasing manager in an appropriate light. A few areas of disagreement on role perceptions occurred between the purchasing managers and their immediate superiors suggesting greater efforts may need to be made by purchasing managers to clarify their functions and responsibilities. Data from this survey yield valuable information for understanding the purchasing manager's role in commercial foodservice. Since the primary objective of this study was to determine responsibilities of purchasing managers, a consensus statement of roles and responsibilities was developed from the survey data (refer to pages 53 to 55). A function was included if 60 percent or more of the purchasing managers or their superiors regarded it as part of the purchasing managers' job.

The high degree of consensus reflected between the purchasing managers and their superiors suggests the list of functions developed in this study should provide an excellent guide for use in formulating job

descriptions and performance evaluation tools in commercial foodservice organizations. The results also provide a base for planning preparatory and continuing education programs for individuals interested in the field.

MAJOR FUNCTIONS AND RESPONSIBILITIES¹

Purchasing Manager: Commercial Foodservice

I. Purchasing/Procurement

- Obtain the best value at the lowest price consistent with established quality standards and delivery schedules
- Recognize the importance of the buying process and its impact on your organization and purveyors
- Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis
- Forecast market conditions, availability of materials, and economic conditions
- Coordinate the procurement and distribution of food items with production operations
- Issue purchasing orders for needed materials and services
- Keep informed of current laws, rules, and regulations affecting purchasing
- Check purchase orders for clarity and completeness
- Maintain files of vendors' stock lists, catalogues, price sheets, and discounts
- Determine the cost of deliveries and the best method of transportation
- Monitor purchase orders to determine if deliveries are correct
- Handle communication concerning overshipment, shortages, price changes, etc.

II. Specifications

- Promote standardization of materials and services through specifications
- Maintain file of current specifications

¹Compiled as a result of consensus developed from a two-stage Delphi among purchasing managers in commercial foodservice and their immediate superiors.

- Develop specifications for materials and services in cooperation with personnel responsible for production
- Authorize rejection of materials which fail to meet specifications
- Audit packaging specifications

III. Inventory/Warehouse Management

- Determine necessary stock levels to provide adequate food and supplies and minimize capital investment
- Minimize operating costs for storage of food and supplies
- Monitor records of inventory, materials on-order, and potential demands for food and supplies
- Inspect storage areas

IV. Vendor/Supplier Relations

- Select suppliers
- Negotiate reasonable terms with suppliers
- Compare suppliers' product quality, services, dependability, and cost
- Act as a liaison between suppliers and other departments in your organization
- Solve problems with vendors
- Oversee distribution of bids and receipt of quotations
- Create goodwill for your organization through cordial trade relations
- Work with sales representatives to identify new products, materials, processes, etc.
- Establish a system for vendor rating and selection
- Investigate suppliers' facilities, when appropriate
- Interview salesmen

V. Contracts.

- Negotiate contracts for food, supplies, and services
- Determine whether open market or contract is preferable for purchasing various materials and services

- Coordinate review of contracts by legal counsel and/or other appropriate personnel

VI. Personnel Management

- Train buyers to follow established purchasing procedures
- Select qualified personnel for purchasing and storage functions
- Promote good relations between purchasing and other personnel in the organization
- Manage purchasing and storeroom personnel
- Determine staffing needs for purchasing and storage functions
- Develop job descriptions for purchasing and storeroom personnel
- Aid in training purchasing and storeroom personnel
- Supervise clerical activities involved in purchasing

VII. General Management

- Establish priorities for meeting objectives
- Serve on policy making team of the organization
- Monitor flow of materials through the system; i.e., from selection to production to service
- Participate in "make or buy" decisions
- Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means
- Meet with personnel in your organization to discuss problems with products, deliveries, or services
- Coordinate efforts with quality control division
- Review financial statements to monitor expenditures in operational areas for which you are responsible
- Develop policies and procedures to guide performance and reduce duplication of effort
- Develop budget for operations within your scope of responsibility
- Support a program of data processing
- Promote energy conservation in all operations within your scope of responsibility

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APPENDIXES

APPENDIX A

Letters and Forms to Purchasing Managers

(Stage One of Delphi Technique)

(KSU Letterhead)

Delphi Stage One: Initial Letter to Purchasing Managers

At Kansas State University we are conducting a study to determine the responsibilities of purchasing managers in commercial foodservice. The project is an outgrowth developed in response to a request by the NRA special interest group of purchasing managers at the NRA Purchasing Seminar in Kansas City in December, 1979. We are interested in obtaining input regarding the responsibilities of the purchasing managers in your organization. We would like you to indicate whether or not the tasks on the enclosed form are the responsibility of the purchasing manager in your organization. All the information will be completely confidential. The questionnaire is identified by a code number for follow-up purposes only. Your name will not be linked to your responses.

This study is being conducted under the guidelines established by Kansas State University; your participation is strictly voluntary. We would appreciate your response to all items on the questionnaire. The return of the questionnaire will indicate your willingness to participate in the study.

When you have completed the form, place it in the enclosed stamped envelope and drop it in the mail. Completion of the form should take only a few minutes of your time. We would appreciate your returning the questionnaire by the end of the week. If you have any questions concerning this study, you may reach any member of the project team by telephone or mail.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Assistant

Marian C. Spears, Ph.D., R.D.
Professor and Head
Dietetics, Restaurant and
Institutional Management

(KSU Letterhead)

Delphi Stage One: Follow Up Letter to Purchasing Managers

November 21, 1980

About three weeks ago, we sent you a questionnaire concerning the necessary skills and responsibilities of purchasing managers in commercial foodservice. The project was developed in response to a request by the NRA special interest group of purchasing managers at the NRA Purchasing Seminar in Kansas City in December, 1979. We were asked to help identify the functions of a purchasing agent in a commercial foodservice organization. We believe that the best way to do this is by statements of the purchasing agents themselves.

We would like you to review the draft listing of responsibilities enclosed with this letter. We need your assistance in refining the statements. After we receive your suggestions on the initial draft we will develop a revision which you will be asked to evaluate again. A third revision may need to be distributed, depending on whether a consensus is reached after the second review.

As part of the research, we also want to get input from general management in commercial foodservice organizations to determine their expectations of the purchasing manager's role and responsibilities. Would you please indicate the name and address of your immediate superior on the enclosed form. We wish to stress that this input from general management is in no sense an evaluation of the purchasing manager. The results of the study will be shared with you if you are interested.

Please return the draft statements with your suggestions as soon as possible. An addressed stamped envelope is provided.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Student

Marian C. Spears, Ph.D., R.D.
Department Head

KANSAS STATE UNIVERSITY
College of Home Economics
Department of Dietetics, Restaurant
and Institutional Management

RESPONSIBILITIES OF PURCHASING MANAGERS IN COMMERCIAL
FOODSERVICE ORGANIZATIONS

Please review the following statements which were developed for describing the role and responsibilities of purchasing managers in commercial foodservice organizations.

1. In the space provided under each statement, please make suggestions for revisions.

2. Mark out those statements which you believe are inappropriate or irrelevant for purchasing managers.

3. In the space provided on the last page, please add any additions to this list which we may have omitted. The objective is to compile as complete a description as possible of the purchasing manager's role.

I. Purchasing/Procurement

1. Issue purchasing requisition for needed materials and services¹
2. Recognize the importance of the buying process and its impact on your organization
3. Coordinate the procurement, production, and distribution of food items
4. Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis
5. Obtain the best value at the lowest price consistent with established quality standards
6. Assign buyers to specific product responsibilities
7. Maintain files of vendors' stock lists, catalogues, price sheets, and discounts
8. Forecast market conditions, supply and availability of materials, and economic conditions

¹On forms distributed, space was provided between items for comments.

9. Keep informed of current laws, rules, and regulations affecting purchasing
10. Monitor requisitions to determine if deliveries are correct
11. Check purchase orders for clarity and completeness
12. Handle correspondence concerning overshipment, shortages, price changes, etc...
13. Approve invoices
14. Determine the cost of deliveries and the best method of transportation

II. Specifications

1. Develop specifications for materials and services
2. Audit packaging specifications
3. Authorize rejection of materials which fail to meet specifications
4. Promote standardization of materials and services through specifications
5. Maintain file of current specifications

III. Inventory/Warehouse Management

1. Conduct periodic physical counts of stock to verify records
2. Minimize losses from pilferage, spoilage, or obsolescence
3. Provide a safety margin in inventory levels
4. Minimize warehouse operating costs
5. Determine optimal stock levels to provide adequate food and supplies and minimize capital investment
6. Inspect warehouses and other storage areas
7. Monitor records of inventory, materials on-order and potential demands for food and supplies
8. Monitor maintenance and repair of warehouse and other storage facilities

IV. Vendor/Supplier Relations

1. Select suppliers

2. Negotiate the most advantageous terms with suppliers
3. Act as a liaison between suppliers and other departments in your organization
4. Compare suppliers' product quality, services, dependability, and cost
5. Create goodwill for your organization through cordial trade relations
6. Solve problems with vendors
7. Establish a system for vendor rating and selection
8. Work with sales representatives to identify new products, materials, methods, processes, etc.
9. Oversee distribution of bids and receipt of quotations
10. Investigate suppliers' facilities, when appropriate
11. Interview salesmen

V. Contracts

1. Negotiate contracts for food, supplies, and services
2. Determine whether open market or contract is preferable for purchasing various materials and services
3. Coordinate review of contracts by legal counsel and/or other appropriate personnel

VI. Personnel Management

1. Develop the skills of personnel in the purchasing and warehousing functions
2. Aid in training purchasing and warehouse personnel
3. Manage purchasing and warehouse personnel
4. Promote good relations between purchasing and other personnel in the organization
5. Recruit qualified purchasing and warehouse personnel
6. Select new personnel for the purchasing and warehousing functions
7. Train buyers to follow established purchasing procedures

8. Determine staffing for purchasing and warehousing functions
9. Supervise clerical activities involved in purchasing

VII. General Management

1. Monitor flow of materials through the system; i.e., from selection to production to service
2. Audit invoices from receiving through payment
3. Participate in "make or buy" decisions
4. Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means
5. Establish priorities for meeting objectives
6. Develop policies and procedures to guide performance and reduce duplication of effort
7. Support a program of data processing
8. Meet with personnel in your organization to discuss problems with products, deliveries, or services
9. Develop budget for operations within your scope of responsibility
10. Review financial statements to monitor expenditures in operational areas for which you are responsible

Additional comments or suggestions: (attach additional sheet if necessary)

APPENDIX B

Questionnaires for Delphi Stage Two

Justin Hall
Manhattan, Kansas 66506
913-532-5521

Responsibilities of Purchasing Managers in Commercial Foodservice

Part I. Please complete each of the following items.

1. Please check the classification that best describes your present position.

☐ (1) Purchasing Agent
☐ (2) Buyer
☐ (3) Materials Manager
☐ (4) Procurement Officer
☐ (5) Purchasing Manager

2. How many years have you been in your present position?

☐ (1) less than 2 years
☐ (2) 2 to 5 years
☐ (3) 6 to 10 years
☐ (4) 11 or more years

3. How long have you worked in purchasing?

☐ (1) less than 5 years
☐ (2) 5 to 10 years
☐ (3) 11 to 25 years
☐ (4) more than 25 years

4. How did you become a purchasing manager? (Check as many as apply.)

☐ (1) entered the family business
☐ (2) worked way up through an organization
☐ (3) work experience in purchasing
☐ (4) vocational training
☐ (5) community college; 1 year
☐ (6) community college; 2 year

Bachelor's degree in:

☐ (7) Purchasing Management
☐ (8) Business Administration
☐ (9) Arts and Sciences; Major?
_____ please specify
☐ (10) Restaurant or Foodservice Management
☐ (11) Other? _____
_____ please specify

5. Indicate date of your highest degree.

Year

☐ Associate
☐ Bachelor's
☐ Master's

6. Classify your operation (check as many as apply):

☐ (1) Fast food
☐ (2) Family type
☐ (3) Take out
☐ (4) Cafeteria
☐ (5) Coffee shop
☐ (6) Atmosphere/Speciality
☐ (7) Other _____
_____ please specify

7. Are you a member of the National Association of Purchasing Management, Inc. (formerly NAPA)?

☐ (1) Yes
☐ (2) No

8. How many foodservice units does your company own as of December 30, 1980?

☐ (1) less than 5
☐ (2) 6 to 20
☐ (3) 21 to 60
☐ (4) 61 to 75
☐ (5) 76 to 100
☐ (6) 101 to 500
☐ (7) 501 to 1000
☐ (8) more than 1000

9. What was the sales volume of your company for the calendar year 1980?

☐ (1) less than \$1 million
☐ (2) \$1 to 4 million
☐ (3) \$4 to 10 million
☐ (4) \$10 to 75 million
☐ (5) \$100 to 500 million
☐ (6) over \$500 million

Part II.

In this section, we would like you to evaluate the final list of responsibilities which were revised and compiled from the earlier survey. Please read the following statements and carefully rate each statement using both A and B scales below. You will note that some statements may seem very similar; e.g., one concerns developing methods and another involves implementation. The purchasing manager may be expected to perform in one aspect but not the other. Circle the numbers that reflect your opinions.

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Please circle the appropriate number of your response under Scale A below.

Scale B. Importance

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

Please circle the appropriate number of your response under Scale B below.

Functional Responsibility	<u>Scale A</u>				<u>Scale B</u>				
	Are you <u>responsible</u> ?				How <u>important</u> ?				
	Circle: 1	2	3	4	Circle: 1	2	3	4	5
<u>I. Purchasing/Procurement</u>									
1. Issue purchasing orders for needed materials and services	1	2	3	4	1	2	3	4	5
2. Recognize the importance of the buying process and its impact on your organization and purveyors	1	2	3	4	1	2	3	4	5
3. Coordinate the procurement and distribution of food items with production operations	1	2	3	4	1	2	3	4	5
4. Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis	1	2	3	4	1	2	3	4	5
5. Obtain the best value at the lowest price consistent with established quality standards and delivery schedules	1	2	3	4	1	2	3	4	5
6. Maintain files of vendors' stock lists, catalogues, price sheets, and discounts	1	2	3	4	1	2	3	4	5
7. Forecast market conditions, availability of materials, and economic conditions	1	2	3	4	1	2	3	4	5
8. Keep informed of current laws, rules, and regulations affecting purchasing	1	2	3	4	1	2	3	4	5
9. Monitor purchase orders to determine if deliveries are correct	1	2	3	4	1	2	3	4	5

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Please circle the appropriate number of your response under Scale A below.

Scale B. Importance

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

Please circle the appropriate number of your response under Scale B below.

Functional Responsibility	<u>Scale A</u>				<u>Scale B</u>				
	Are you <u>responsible</u> ?				How <u>important</u> ?				
	Circle: 1	2	3	4	Circle: 1	2	3	4	5
10. Check purchase orders for clarity and completeness	1	2	3	4	1	2	3	4	5
11. Handle communication concerning overshipment, shortages, price changes, etc.	1	2	3	4	1	2	3	4	5
12. Determine the cost of deliveries and the best method of transportation	1	2	3	4	1	2	3	4	5
II. Specifications									
1. Develop specifications for materials and services in cooperation with personnel responsible for production	1	2	3	4	1	2	3	4	5
2. Audit packaging specifications	1	2	3	4	1	2	3	4	5
3. Authorize rejection of materials which fail to meet specifications	1	2	3	4	1	2	3	4	5
4. Promote standardization of materials and services through specifications	1	2	3	4	1	2	3	4	5
5. Maintain file of current specifications	1	2	3	4	1	2	3	4	5
III. Inventory/Warehouse Management									
1. Conduct periodic physical counts of stocks to verify records	1	2	3	4	1	2	3	4	5
2. Minimize losses from pilferage, spoilage, or obsolescence	1	2	3	4	1	2	3	4	5
3. Minimize operating costs for storage of food and supplies	1	2	3	4	1	2	3	4	5
4. Determine necessary stock levels to provide adequate food and supplies and minimize capital investment	1	2	3	4	1	2	3	4	5

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Please circle the appropriate number of your response under Scale A below.

Scale B. Importance

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

Please circle the appropriate number of your response under Scale B below.

Functional Responsibility	<u>Scale A</u>				<u>Scale B</u>				
	Are you <u>responsible</u> ?				How <u>important</u> ?				
	Circle: 1	2	3	4	Circle: 1	2	3	4	5
5. Inspect storage areas	1	2	3	4	1	2	3	4	5
6. Monitor records of inventory, materials on-order, and potential demands for food and supplies	1	2	3	4	1	2	3	4	5
7. Monitor maintenance and repair of storage facilities	1	2	3	4	1	2	3	4	5
<u>IV. Vendor/Supplier Relations</u>									
1. Select suppliers	1	2	3	4	1	2	3	4	5
2. Negotiate reasonable terms with suppliers	1	2	3	4	1	2	3	4	5
3. Act as a liaison between suppliers and other departments in your organization	1	2	3	4	1	2	3	4	5
4. Compare suppliers' product quality, services, dependability, and cost	1	2	3	4	1	2	3	4	5
5. Create goodwill for your organization through cordial trade relations	1	2	3	4	1	2	3	4	5
6. Solve problems with vendors	1	2	3	4	1	2	3	4	5
7. Establish a system for vendor rating and selection	1	2	3	4	1	2	3	4	5
8. Work with sales representatives to identify new products, materials, processes, etc.	1	2	3	4	1	2	3	4	5
9. Oversee distribution of bids and receipt of quotations	1	2	3	4	1	2	3	4	5
10. Investigate suppliers' facilities, when appropriate	1	2	3	4	1	2	3	4	5
11. Interview salesmen	1	2	3	4	1	2	3	4	5

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Please circle the appropriate number of your response under Scale A below.

Scale B. Importance

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

Please circle the appropriate number of your response under Scale B below.

Functional Responsibility	<u>Scale A</u>				<u>Scale B</u>				
	Are you <u>responsible</u> ?				How <u>important</u> ?				
	Circle: 1	2	3	4	Circle: 1	2	3	4	5
<u>V. Contracts</u>									
1. Negotiate contracts for food, supplies, and services	1	2	3	4	1	2	3	4	5
2. Determine whether open market or contract is preferable for purchasing various materials and services	1	2	3	4	1	2	3	4	5
3. Coordinate review of contracts by legal counsel and/or other appropriate personnel	1	2	3	4	1	2	3	4	5
<u>VI. Personnel Management</u>									
1. Develop job descriptions for purchasing and storeroom personnel	1	2	3	4	1	2	3	4	5
2. Aid in training purchasing and storeroom personnel	1	2	3	4	1	2	3	4	5
3. Manage purchasing and storeroom personnel	1	2	3	4	1	2	3	4	5
4. Promote good relations between purchasing and other personnel in the organization	1	2	3	4	1	2	3	4	5
5. Select qualified personnel for purchasing and storage functions	1	2	3	4	1	2	3	4	5
6. Train buyers to follow established purchasing procedures	1	2	3	4	1	2	3	4	5
7. Determine staffing needs for purchasing and storage functions	1	2	3	4	1	2	3	4	5
8. Supervise clerical activities involved in purchasing	1	2	3	4	1	2	3	4	5

Scale A. Degree of Responsibility

In your present job, what is your responsibility for each function?

- (1) Function I perform
- (2) Function performed by staff under my supervision
- (3) Function performed by another department
- (4) Not applicable to this organization

Please circle the appropriate number of your response under Scale A below.

Scale B. Importance

73

In your present job, how important is each function?

- (1) Essential
- (2) Very important
- (3) Fairly important
- (4) Of minor importance
- (5) Of no importance

Please circle the appropriate number of your response under Scale B below.

Functional Responsibility	<u>Scale A</u>				<u>Scale B</u>				
	Are you <u>responsible</u> ?				How <u>important</u> ?				
	Circle: 1	2	3	4	Circle: 1	2	3	4	5
<u>VII. General Management</u>									
1. Monitor flow of materials through the system; i.e., from selection to production to service	1	2	3	4	1	2	3	4	5
2. Serve on policy making team of the organization	1	2	3	4	1	2	3	4	5
3. Participate in "make or buy" decisions	1	2	3	4	1	2	3	4	5
4. Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means	1	2	3	4	1	2	3	4	5
5. Establish priorities for meeting objectives	1	2	3	4	1	2	3	4	5
6. Develop policies and procedures to guide performance and reduce duplication of effort	1	2	3	4	1	2	3	4	5
7. Support a program of data processing	1	2	3	4	1	2	3	4	5
8. Meet with personnel in your organization to discuss problems with products, deliveries, or services	1	2	3	4	1	2	3	4	5
9. Develop budget for operations within your scope of responsibility	1	2	3	4	1	2	3	4	5
10. Review financial statements to monitor expenditures in operational areas for which you are responsible	1	2	3	4	1	2	3	4	5
11. Coordinate efforts with quality control division	1	2	3	4	1	2	3	4	5
12. Promote energy conservation in all operations within your scope of responsibility	1	2	3	4	1	2	3	4	5

Justin Hall
Manhattan, Kansas 66506
913-532-5521

This is a project to determine the responsibilities of purchasing managers in commercial foodservice. Please review the following statements and indicate whether or not the tasks are the responsibility of the purchasing manager in your organization. Check (✓) all of those tasks that are that person's (or persons') responsibility.

I. Purchasing/Procurement

- ☐ 1. Issue purchasing orders for needed materials and services
- ☐ 2. Recognize the importance of the buying process and its impact on your organization and purveyors
- ☐ 3. Coordinate the procurement and distribution of food items with production operations
- ☐ 4. Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis
- ☐ 5. Obtain the best value at the lowest price consistent with established quality standards and delivery schedules
- ☐ 6. Maintain files of vendors' stock lists, catalogues, price sheets, and discounts
- ☐ 7. Forecast market conditions, availability of materials, and economic conditions
- ☐ 8. Keep informed of current laws, rules, and regulations affecting purchasing
- ☐ 9. Monitor purchase orders to determine if deliveries are correct
- ☐ 10. Check purchase orders for clarity and completeness
- ☐ 11. Handle communication concerning overshipment, shortages, price changes, etc.
- ☐ 12. Determine the cost of deliveries and the best method of transportation

II. Specifications

- ☐ 1. Develop specifications for materials and services in cooperation with personnel responsible for production
- ☐ 2. Audit packaging specifications
- ☐ 3. Authorize rejection of materials which fail to meet specifications
- ☐ 4. Promote standardization of materials and services through specifications
- ☐ 5. Maintain file of current specifications

III. Inventory/Warehouse Management

- ☐ 1. Conduct periodic physical counts of stock to verify records
- ☐ 2. Minimize losses from pilferage, spoilage, or obsolescence
- ☐ 3. Minimize operating costs for storage of food and supplies
- ☐ 4. Determine necessary stock levels to provide adequate food and supplies and minimize capital investment
- ☐ 5. Inspect storage areas
- ☐ 6. Monitor records of inventory, materials on-order, and potential demands for food and supplies
- ☐ 7. Monitor maintenance and repair of storage facilities

(over)

IV. Vendor/Supplier Relations

75

- ☐ 1. Select supplier
- ☐ 2. Negotiate reasonable terms with suppliers
- ☐ 3. Act as a liaison between suppliers and other departments in your organization
- ☐ 4. Compare suppliers' product quality, services, dependability, and cost
- ☐ 5. Create goodwill for your organization through cordial trade relations
- ☐ 6. Solve problems with vendors
- ☐ 7. Establish a system for vendor rating and selection
- ☐ 8. Work with sales representatives to identify new products, materials, processes, etc.
- ☐ 9. Oversee distribution of bids and receipt of quotations
- ☐ 10. Investigate suppliers' facilities, when appropriate
- ☐ 11. Interview salesmen

V. Contracts

- ☐ 1. Negotiate contracts for food, supplies, and services
- ☐ 2. Determine whether open market or contract is preferable for purchasing various materials and services
- ☐ 3. Coordinate review of contracts by legal counsel and/or other appropriate personnel

VI. Personnel Management

- ☐ 1. Develop job descriptions for purchasing and storeroom personnel
- ☐ 2. Aid in training purchasing and storeroom personnel
- ☐ 3. Manage purchasing and storeroom personnel
- ☐ 4. Promote good relations between purchasing and other personnel in the organization
- ☐ 5. Select qualified personnel for purchasing and storage functions
- ☐ 6. Train buyers to follow established purchasing procedures
- ☐ 7. Determine staffing needs for purchasing and storage functions
- ☐ 8. Supervise clerical activities involved in purchasing

VII. General Management

- ☐ 1. Monitor flow of materials through the system; i.e., from selection to production to service
- ☐ 2. Serve on policy making team of the organization
- ☐ 3. Participate in "make or buy" decisions
- ☐ 4. Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means
- ☐ 5. Establish priorities for meeting objectives
- ☐ 6. Develop policies and procedures to guide performance and reduce duplication of effort
- ☐ 7. Support a program of data processing
- ☐ 8. Meet with personnel in your organization to discuss problems with products, deliveries, or services
- ☐ 9. Develop budget for operations within your scope of responsibility
- ☐ 10. Review financial statements to monitor expenditures in operational areas for which you are responsible
- ☐ 11. Coordinate efforts with quality control division
- ☐ 12. Promote energy conservation in all operations within your scope of responsibility

APPENDIX C

Correspondence to Purchasing Managers and Their Immediate Superiors
(Stage Two of Delphi Technique)

(KSU Letterhead)

Delphi Stage Two: Letter to Purchasing Managers

Dear

As you know, at Kansas State University we are conducting a study to identify the responsibilities of purchasing managers in commercial foodservice. As you recall, the project is an outgrowth of a request by the NRA special interest group of purchasing managers at the NRA Purchasing Seminar in Kansas City in December, 1979. We believe the best way to identify responsibilities is to ask the purchasing managers themselves.

We appreciate your assistance in the development stage. Now we are ready for the final evaluation of the list of responsibilities compiled from the preliminary survey.

All the information will be completely confidential. The questionnaire is identified by a code number for follow-up purposes only. Your name will not be linked to your responses.

When you have completed the questionnaire, place it in the enclosed stamped envelope and drop it in the mail. Completion of the questionnaire should only take a few minutes of your time. We would appreciate your returning the questionnaire by the end of the week. If you have any questions concerning this study, you may reach any member of the project team by telephone or mail.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Assistant

Marian C. Spears, Ph.D., R.D.
Professor and Head
Dietetics, Restaurant and
Institutional Management

(KSU Letterhead)

Delphi Stage Two: Letter to Immediate Superiors
of Purchasing Managers

At Kansas State University we are conducting a study to determine the responsibilities of purchasing managers in commercial foodservice. The project is an outgrowth developed in response to a request by the NRA special interest group of purchasing managers at the NRA Purchasing Seminar in Kansas City in December, 1979. We are interested in obtaining input regarding the responsibilities of the purchasing managers in your organization. We would like you to indicate whether or not the tasks on the enclosed form are the responsibility of the purchasing manager in your organization. All the information will be completely confidential. The questionnaire is identified by a code number for follow-up purposes only. Your name will not be linked to your responses.

This study is being conducted under the guidelines established by Kansas State University; your participation is strictly voluntary. We would appreciate your response to all items on the questionnaire. The return of the questionnaire will indicate your willingness to participate in the study.

When you have completed the form, place it in the enclosed stamped envelope and drop it in the mail. Completion of the form should take only a few minutes of your time. We would appreciate your returning the questionnaire by the end of the week. If you have any questions concerning this study, you may reach any member of the project team by telephone or mail.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Assistant

Marian C. Spears, Ph.D., R.D.
Professor and Head
Dietetics, Restaurant and
Institutional Management

(KSU Letterhead)

Follow Up Letter to Purchasing Managers

About three weeks ago, we sent you a questionnaire concerning responsibilities of purchasing managers in commercial foodservice. We are delighted with the response thus far--all but ten have been received. We're hoping for a 100% response!

As you recall, the project is an outgrowth of a request by the special interest group of purchasing managers attending the NRA Purchasing Seminar in Kansas City in December, 1979. We believe the best way to identify responsibilities is to ask the purchasing managers themselves. All the information will be completely confidential.

When you have completed the questionnaire, place it in the enclosed stamped envelope and drop it in the mail. Completion of the questionnaire should take only a few minutes of your time. We would appreciate your returning the questionnaire by the end of the week.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Student

Marian C. Spears, Ph.D., R.D.
Professor and Head
Dietetics, Restaurant and
Institutional Management

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Follow Up Letter to Immediate Superiors
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About three weeks ago, we sent you a questionnaire concerning the responsibilities of purchasing managers in commercial foodservice. We are delighted with the response thus far--all but ten have been received. We're hoping for a 100% response!

As you recall, the project is an outgrowth developed in response to a request by the NRA special interest group of purchasing managers at the NRA Purchasing Seminar in Kansas City in December, 1979. We are interested in obtaining input regarding the responsibilities of purchasing managers in your organization. We would like you to indicate whether or not the tasks on the enclosed form are the responsibility of the purchasing manager in your organization. All the information will be completely confidential.

When you have completed the form, place it in the enclosed stamped envelope and drop it in the mail. Completion of the form should take only a few minutes of your time. We would appreciate your returning the form by the end of the week.

Thank you for your assistance.

Sincerely,

Kim Loecker
Graduate Student

Marian C. Spears, Ph.D., R.D.
Professor and Head
Dietetics, Restaurant and
Institutional Management

APPENDIX D
Supplemental Table (Table 5)

Table 5: Percentage distribution of responses on importance of various functions of personnel with purchasing responsibility in commercial foodservice

item number	percentage of responses				
	essential	very important	fairly important	of minor or no importance	
	%	%	%	%	%
<u>I. Purchasing/Procurement</u>					
1. Issue purchasing orders for needed materials and services	33.3	45.8	12.5	8.3	
2. Recognize the importance of the buying process and its impact on your organization and purveyors	79.2	12.5	4.2	4.2	
3. Coordinate the procurement and distribution of food items with production operations	40.0	36.0	12.0	12.0	
4. Contribute to organization's profit margin through effective purchasing policies and procedures such as value analysis	84.0	16.0	--	--	
5. Obtain the best value at the lowest price consistent with established quality standards and delivery schedules	64.0	36.0	--	--	
6. Maintain files of vendors' stock lists, catalogues, price sheets, and discounts	36.0	60.0	4.0	--	

¹N varies from 9 to 25.

Table 5: (cont.)

item number	percentage of responses					of minor or no importance
	essential	very important	fairly important			
				%	%	
7. Forecast market conditions, availability of materials, and economic conditions	72.0	20.0	8.0	--	--	
8. Keep informed of current laws, rules, and regulations affecting purchasing	80.0	12.0	8.0	--	--	
9. Monitor purchase orders to determine if deliveries are correct	12.0	52.0	16.0	20.0	20.0	
10. Check purchase orders for clarity and completeness	20.0	48.0	8.0	24.0	24.0	
11. Handle communication concerning overshipment, shortages, price changes, etc.	20.0	64.0	8.0	8.0	8.0	
12. Determine the cost of deliveries and the best method of transportation	28.0	52.0	4.0	16.0	16.0	
II. <u>Specifications</u>						
1. Develop specifications for materials and services in cooperation with personnel responsible for production	58.3	20.8	8.3	12.5	12.5	
2. Audit packaging specifications	16.7	45.8	12.5	25.0	25.0	

Table 5: (cont.)

item number	percentage of responses				of minor or no importance
	essential	very important	fairly important	%	
	%	%	%	%	%
3. Authorize rejection of materials which fail to meet specifications	33.3	33.3	20.8		12.5
4. Promote standardization of materials and services through specifications	76.0	16.0	--		8.0
5. Maintain file of current specifications	50.0	41.7	--		8.3
<u>III. Inventory/Warehouse Management</u>					
1. Conduct periodic physical counts of stocks to verify records	16.0	32.0	20.0		32.0
2. Minimize losses from pilferage, spoilage, or obsolescence	20.0	16.0	32.0		32.0
3. Minimize operating costs for storage of food and supplies	28.0	32.0	12.0		28.0
4. Determine necessary stock levels to provide adequate food and supplies and minimize capital investment	32.0	24.0	16.0		28.0
5. Inspect storage areas	24.0	36.0	28.0		12.0

Table 5: (cont.)

item number	percentage of responses				of minor or no importance
	essential	very important	fairly important	%	
	%	%	%	%	%
6. Monitor records of inventory, materials on-order, and potential demands for food and supplies	24.0	48.0	16.0	12.0	
7. Monitor maintenance and repair of storage facilities	4.3	34.8	34.8	26.1	
<u>IV. Vendor/Supplier Relations</u>					
1. Select suppliers	80.0	20.0	--	--	
2. Negotiate reasonable terms with suppliers	64.0	36.0	--	--	
3. Act as a liaison between suppliers and other departments in your organization	72.0	24.0	4.0	--	
4. Compare suppliers' product quality, services, dependability, and cost	64.0	32.0	4.0	--	
5. Create goodwill for your organization through cordial trade relations	84.0	8.0	8.0	--	
6. Solve problems with vendors	68.0	28.0	4.0	--	
7. Establish a system for vendor rating and selection	60.0	28.0	8.0	4.0	

Table 5: (cont.)

item number	percentage of responses				
	essential	very important	fairly important	of minor or no importance	
	%	%	%	%	%
8. Work with sales representative to identify new products, materials, processes, etc.	64.0	24.0	4.0	8.0	
9. Oversee distribution of bids and receipt of quotations	56.0	32.0	8.0	4.0	
10. Investigate suppliers' facilities, when appropriate	68.0	32.0	--	--	
11. Interview salesmen	72.0	28.0	--	--	
<u>V. Contracts</u>					
1. Negotiate contracts for food, supplies, and services	72.0	24.0	--	4.0	
2. Determine whether open market or contract is preferable for purchasing various materials and services	80.0	16.0	--	4.0	
3. Coordinate review of contracts by legal counsel and/or other appropriate personnel	76.0	12.0	4.0	8.0	
<u>VI. Personnel Management</u>					
1. Develop job descriptions for purchasing and storeroom personnel	52.0	12.0	20.0	16.0	

Table 5: (cont.)

item number	percentage of responses				of minor or no importance
	essential	very important	fairly important	%	
	%	%	%	%	%
2. Aid in training purchasing and storeroom personnel	29.2	41.7	12.5	16.7	16.7
3. Manage purchasing and storeroom personnel	41.7	29.2	12.5	16.7	16.7
4. Promote good relations between purchasing and other personnel in the organization	80.0	8.0	4.0	8.0	8.0
5. Select qualified personnel for purchasing and storage functions	68.0	4.0	12.0	16.0	16.0
6. Train buyers to follow established purchasing procedures	68.0	16.0	4.0	12.0	12.0
7. Determine staffing needs for purchasing and storage functions	56.0	20.0	12.0	12.0	12.0
8. Supervise clerical activities involved in purchasing	36.0	48.0	8.0	8.0	8.0
<u>VII. General Management</u>					
1. Monitor flow of materials through the system; i.e., from selection to production to service	28.0	52.0	4.0	16.0	16.0

Table 5: (cont.)

item number	percentage of responses				
	essential	very important	fairly important	of minor or no importance	
	%	%	%	%	
2. Serve on policy making team of the organization	76.0	8.0	4.0	12.0	
3. Participate in "make or buy" decisions	64.0	12.0	--	24.0	
4. Maintain current knowledge of changing markets through reviewing trade literature, attending trade shows, and other means	92.0	8.0	--	--	
5. Establish priorities for meeting objectives	84.0	12.0	4.0	--	
6. Develop policies and procedures to guide performance and reduce duplication of effort	80.0	8.0	8.0	4.0	
7. Support a program of data processing	16.0	36.0	32.0	16.0	
8. Meet with personnel in your organization to discuss problems with products, deliveries, or services	72.0	24.0	4.0	--	
9. Develop budget for operations within your scope of responsibility	66.7	16.7	12.5	4.2	

Table 5: (cont.)

item number	percentage of responses				of minor or no importance
	essential	very important	fairly important	%	
	%	%	%	%	%
10. Review financial statements to monitor expenditures in operational areas for which you are responsible	76.0	4.0	12.0		8.0
11. Coordinate efforts with quality control division	60.0	20.0	--		20.0
12. Promote energy conservation in all operations within your scope of responsibility	20.0	8.0	32.0		40.0

FUNCTIONS OF PURCHASING MANAGERS IN COMMERCIAL
FOODSERVICE ORGANIZATIONS

by

KIMBERLY A. LOECKER

B.A., Mount Marty College, 1979

AN ABSTRACT OF A MASTER'S THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

Department of Dietetics, Restaurant
and Institutional Management

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1982

ABSTRACT

The purpose of this study was to identify responsibilities of the purchasing manager in commercial foodservice organizations to delineate the role more clearly of this position in the commercial segment of the industry. Statements about the necessary skills and responsibilities of purchasing managers in commercial foodservice were compiled from a review of literature and refined and categorized by a review panel.

The statements were further refined using a two-step Delphi process that involved an initial review by purchasing managers and a second review by the managers and their immediate superiors. The questionnaire included scales for rating (a) degree of responsibility and (b) importance of the functions. The final instrument, which included a listing of 58 functions within seven categories, was sent to the purchasing managers who were members of the National Restaurant Association Purchasing Managers Group.

Most respondents (N = 30) indicated they held positions as purchasing managers; a few held titles of procurement officer or purchasing agent. In five of the seven categories, all of the functions were considered to be among the responsibilities of purchasing managers in commercial foodservice. Inventory/Warehouse Management functions, data processing, and energy conservation were less frequently in the realm of responsibility of the purchasing manager.

The purchasing managers and their immediate superiors agreed on job functions for the purchasing manager in 71 percent of the comparisons, i.e. the extent of agreement between the groups was 70 percent or higher

on 41 of 58 functions. Data indicated lack of agreement on all functions within the Inventory/Warehouse Management Category suggesting that the role of the purchasing manager on the functions examined tended to be unclear in this functional area. Other specific functions on which lack of agreement occurred were related to data processing, energy conservation, materials management, and policy formulation.

Purchasing managers also were asked to rate the importance of the functions for which they were responsible using a 5 point scale: 1, essential to 5, of no importance. Mean importance scores for all 58 functions ranged between 1.10 to 2.38 indicating all the functions were considered to be essential or very important if the functions were the responsibility of the purchasing manager. The functions rated most important related to effectiveness of purchasing process, management of vendor/supplier relationships, and involvement in corporate policy formulation.

Since a high degree of consensus was reflected between the purchasing managers and their superiors, the list of functions developed in this study is to be used as a guide by commercial foodservice organizations in formulating job descriptions and performance evaluation tools. The results also provide a base for planning preparatory and continuing education programs for individuals interested in the field. An outcome of the study was a compilation of the major functions and responsibilities for commercial foodservice purchasing managers.