EDITORIAL
Editorial ................................................................................................................................................. 4
by Po-Ju Chen, Wilco Chan and Willy Legrand

PUBLISHED CASES
Housekeeping Staffing Alternatives: Contract employees or hire full-time
Case Study ................................................................................................................................................. 6
Teaching Note .......................................................................................................................................... 11
by Birju Patel and Robert M. O'Halloran

Employee Performance Appraisal in the Hospitality Industry
Case Study ................................................................................................................................................. 15
Teaching Note .......................................................................................................................................... 18
by Chengli Song and Trishna G. Mistry

Two Faiths, One Happy Couple
Case Study ................................................................................................................................................. 21
Teaching Note .......................................................................................................................................... 34
by Inna Soifer and Mary G. Roseman

Outsourcing Hotel Kitchen Labor During Turbulent Times
Case Study ................................................................................................................................................. 44
Teaching Note .......................................................................................................................................... 48
by Luana Nanu, Tianjian Liu, and Alexandra Howard
Housekeeping Staffing Alternatives: Contract employees or hire full-time
by Birju Patel and Robert M. O’Halloran

Workforce needs, recruitment, and staffing have long been significant challenges in the lodging industry. Specifically, housekeeping employees can be difficult to recruit and hire. This case study focuses on alternatives to traditional staffing and the potential use of outsourcing recruitment companies for lodging and, specifically, housekeeping staff. The focus of this case is to assess the value of employment contracts or temporary employees versus hiring an in-house staff.

Keywords: Contract employees, temporary employment services, alternative staffing, employee leasing programs, recruitment process outsourcing (RPO)

Employee Performance Appraisal in the Hospitality Industry
by Chengli Song and Trishna G. Mistry

Through the analysis of luxury hotels’ performance appraisal system, this case study outlines effective performance appraisal methods. Performance appraisals can improve employees’ satisfaction and performance reducing hotels’ turnover rates. This case study aims to generate discussions on current performance appraisals used in luxury hotels and ways to improve the situation.

Keywords: performance appraisal, job performance, work motivation

Outsourcing Hotel Kitchen Labor During Turbulent Times
by Luana Nanu, Tianjian Liu, and Alexandra Howard

Multiple functions of the hotel industry have been outsourced for a number of departments, such as food and beverage, security, concierge, laundry, and many more. The current case intends to showcase a unique situation for a resort hotel in the U.S. It will focus on their struggles with outsourcing kitchen staff from a foreign country as well as managing operations in light of the current pandemic. Furthermore, the current case will heavily focus on different cultural issues, such as the resort’s native culture and that of the foreign employees as well as the issue that arises from these differences. Growing or buying talent will also be covered in this case, looking at the benefits that the two talent routes can potentially bring. Lastly, the general managerial decision of the resort manager and the kitchen managers will be analyzed.

Keywords: Outsource, Kitchen Labor, COVID-19, Hotel Kitchen, Cultural Diversity

Two Faiths, One Happy Couple
by Inna Soifer and Mary G. Roseman

As the United States becomes more diverse, an increasing number of people marry someone with a different background, such as race, religion, or ethnicity. An interfaith marriage presents unique challenges and opportunities for a wedding planner. This case study challenges students to create a personalized wedding event for a Jewish-Christian couple by considering wedding traditions and religious practices, including dietary requirements. As a result of the case study analysis, students will be able to develop and present a wedding planning proposal. Additionally, the case study uses the findings of field research conducted in a Southern college town to illustrate wedding trends and classify wedding expenditures.

Keywords: wedding planning, event design, wedding trends, wedding expenditures, dietary restrictions, Millennials