

Executive Committee

President

Amit Sharma
The Pennsylvania State University

Vice President

Chris Roberts
DePaul University

Secretary

Alecia Douglas
Auburn University

Treasurer

Ray Schmidgall
Michigan State University

Immediate Past President

Mokie Steiskal
Columbus State Community College

Chief Executive Officer

Kathy McCarty

Board Members

APacCHRIE Federation President

Samir Thapa
Silver Mountain School of Hotel Management

EuroCHRIE Federation President

Anders Justenlund
University College of Northern Denmark

Central Federation President

Godwin-Charles Ogbeide
Indiana University-Purdue University Indianapolis

NENA Federation President

Nelson Barber
University of New Hampshire

SECSA Federation President

Melvin Weber
East Carolina University

West Federation President

Scott Smith
Johnson and Wales University, Denver

Director of Conference

Lea Dopson
California State Polytechnic University, Pomona

Director of Education

Catherine Curtis
Oklahoma State University

Director of Industry Services

Brooklynn Luedke
Hyatt Hotels Corporation

Director of Marketing

Michael O'Fallon
James Madison University

Director of Member Services

Eric Brown
Iowa State University

Director of Networking

Ajay Aluri
West Virginia University

Director of Research

Qu Xiao
The Hong Kong Polytechnic University

EDITORIAL

Editorial..... 5

by Marianna Sigala

WINNING CASE STUDY

Effective Management Strategies: Millennial Leaders Managing a Multigenerational Workplace

Case Study..... 9

Teaching Note 14

by Brendan W. Davis, Mathilda Van Niekerk and Fevzi Okumus

PUBLISHED CASES

E-Recruitment: Does it assess a candidate's skills?

Case Study..... 17

Teaching Note 23

by Robert M. O'Halloran, Joelle Agena and Hayley Froehlich

Service Recovery to L.A.S.T.: The case of disgruntled customers

Case Study..... 24

Teaching Note 28

by Kerry T. Manis, Deborah Fowler and Shane Blum

The Art of Negotiation: A hospitality industry case study

Case Study..... 31

Teaching Note 34

by Priyanko Guchait and Jeanna L. Abbott

Parks Canada's Rouge National Urban Park: An opportunity to showcase Canada's true nature

Case Study..... 37

Teaching Note 46

by Anahita Khazaei, Statia Elliot and Michael Von Massow

Nigel's Choice: A Hotel Appraiser's Decision-Making Issues When Interests Conflict

Case Study..... 48

Teaching Note 52

by Chris Gibbs and Gail Cook-Johnson

Fresh Ingredients Haunt Chipotle, The Mexican Grill Chain

Case Study 55

Teaching Note 63

by Mahmood A. Khan and Maryam M. Khan

Marketing Texas Wine: Determining the who, what, and where of a growing market

Case Study..... 67

Teaching Note 73

by John P. Long, Wen-Ting Liao and Kimberly Mathe

Effective Management Strategies: Millennial Leaders Managing a Multigenerational Workplace

By Brendan W. Davis, Mathilda Van Niekerk and Fevzi Okumus

The case study discusses effective management strategies for Millennial leaders' ability to manage multigenerational employees in the hospitality industry. It is the first time in the hospitality industry that three very different generations are working together and this new dynamic working environment calls for innovation, mutual understanding and respect. Christopher Payne is a newly promoted restaurant manager who is having difficulty in leading a team of multigenerational employees. During his first year of managing a multi-faceted restaurant complex, he continually receives push-back and doubt about the changes he wishes to bring to the establishment. Christopher feels that his hard work and dedication while leading his team is being ignored. The lack of communication between Christopher and his older, more-experienced manager causes Christopher to question the effectiveness of his leadership style. Understanding these generational differences and leadership styles can ensure an effective and efficient working environment, where Christopher can feel more successful.

Key Words: leadership strategies, multigenerational employee, Millennial leaders, leadership style, generational leadership

E-Recruitment: Does it assess a candidate's skills?

By Robert M. O'Halloran, Joelle Agena and Hayley Froehlich

Human resource (HR) professionals play a key role in an organization. HR makes sure that the staffing of a company is consistent and continuous and are charged with finding and hiring reliable, work-driven employees and placing them in the proper roles and occupations within a company. These actions will ensure that they are qualified and have the right skills for that specific role or occupation. However, the process is a long and arduous one. E-recruitment tools can be of great assistance in this effort. This discussion provides an overview of hiring and e-recruitment systems and highlights the case of a HR manager investigating applicant complaints about hiring, placement and the use of e-recruitment systems.

Key Words: Applications, e-Recruitment, Job matching, Placement

Service Recovery to L.A.S.T.: The case of disgruntled customers

By Kerry T. Manis, Deborah Fowler and Shane Blum

Service failures can happen in any organization. Service recovery is the resulting action that takes place due to a service failure. A successful service recovery is dependent on the way the service failure is handled, not the service failure itself. (Bitner, Booms, & Mohr, 1994). Service recovery can be remedied successfully by following the listen, apologize, solve, and thank (L.A.S.T.) approach (Boshoff, 2005; Maxham, 2001; Ogbeide, Boser, Harrinton, & Ottenbacher, 2015; Tax, Brown, & Chandrashekar, 1998). Because service recovery has been linked to future purchase intention and post-failure satisfaction, hospitality students should be instructed on a successful service recovery approach.

Key Words: service recovery, service failure, training, standard operating procedures (SOP's), customer service, social media

The Art of Negotiation: A hospitality industry case study

By Priyanko Guchait and Jeanna L. Abbott

Negotiation is an art and skill that hospitality professionals need to master. Hospitality companies, managers, and employees frequently need to handle conflicts and negotiate effectively with various parties including customers, clients, suppliers, and employees. Using an example of a two-party negotiation between an Association and Hotel, this case study provides an opportunity for hospitality students and professionals to practice negotiation skills. This case study encourages critical thinking about handling conflicts and disagreements with other parties. The goal of this case study is that the audience learn various negotiating techniques and also decide which technique to use under what situation.

Keywords: Negotiation, conflict resolution, hospitality industry

Parks Canada's Rouge National Urban Park: An opportunity to showcase Canada's true nature

By Anahita Khazaei, Stacia Elliot and Michael Von Massow

Visitation is a key performance measurement for park agencies as national parks depend on public visitation and support to receive their required resources (Eagles & McCool, 2002). Park agencies face a general trend toward declining visitation, especially in metropolitan areas and among youth and culturally diverse communities. This case looks at opportunities for Parks Canada to increase youth visitation through both domestic and international tourism, with specific focus on the establishment of Canada's first national urban park in the Greater Toronto Area.

Key Words: Rouge National Urban Park, youth, millennials, diversity, tourism

Nigel's Choice: A Hotel Appraiser's Decision-Making Issues When Interests Conflict

By Chris Gibbs and Gail Cook-Johnson

With the decline in oil prices, a bank located in oil-dependent Calgary, Alberta (Canada) is feeling overexposed. It has issued a demand for Smithson Development to reappraise The Apollo Hotel, which the bank almost completely financed for the developer. When Nigel Darwani, the appraiser chosen by Smithson, submits his draft revaluation of The Apollo, Smithson pressures Nigel to revise his numbers. Nigel is very aware that Smithson provides him with a significant portion of his annual income. He struggles to decide if there is a way to credibly satisfy both his ethical mandate as a certified appraiser and Smithson's needs.

Key Words: decision-making, conflict of interest, ethics, hotel valuation, hotel real estate

abstracts

Fresh Ingredients Haunt Chipotle, The Mexican Grill Chain

By Mahmood A. Khan and Maryam M. Khan

This case study deals with a recent food safety crisis faced by Chipotle, a very popular Mexican restaurant chain. It was impacted by a series of foodborne illnesses which brought down its market share, consumer confidence, and placed its popularity in serious jeopardy. The company planned extraordinary efforts to curb crises, promised unprecedented safety checks, and undertook specialized promotional activities. The case describes the crisis as well as steps taken to curb it. Some crisis control measures were criticized by experts and customers using social media.

Key Words: Chipotle; Foodborne illness; E. coli; Norovirus; Brand image; Crisis control

Marketing Texas Wine: Determining the who, what, and where of a growing market

By John P. Long, Wen-Ting Liao and Kimberly Mathe

The Texas wine industry has been growing dramatically since the 1970s with some wineries like Llano Estacado producing award winning wine and supplying wine to some of the nations' dignitaries. Despite its accolades, most Texas wine is sold within its own state boundaries. With the California wine drought going to affect the quantity of wine produced, the state of Texas has an opportunity to market its product to current and new wine drinkers. This case provides a background on origin labeling and the wine industry, while providing potential marketing strategies the industry can use to increase revenues and improve image.

Key words: Wine, Marketing Strategy, Emerging Markets, Ethnocentrism