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**EDITORIAL**

*Editorial*..... 5

*by Marianna Sigala*

**PUBLISHED CASES**

**I Don't Need to Know Accounting, I am Going to be a Hotel Manager. Right?**

*Case Study*..... 9

*Teaching Note* ..... 14

*by Toni Repetti*

**Tips to Reduce Employee Turnover in the Restaurant Industry: Case of a restaurant unit within Darden**

*Case Study*..... 21

*Teaching Note* ..... 26

*by Seung Hyun Lee and Kelsey Layman*

**Leadership, Ethics, Human Resources, and the External Environment: A Case Study on Resort Turnaround, New Management, and Land Disputes**

*Case Study*..... 29

*Teaching Note* ..... 32

*by Britt Mathwich*

**Oasis in Sin City: Determining a competitive set**

*Case Study*..... 38

*Teaching Note* ..... 42

*by James Drake and Stefan Cosentino*

**I Don't Need to Know Accounting, I am Going to be a Hotel Manager. Right?**

*by Toni Repetti*

The managerial accounting skills that students need to be successful in hospitality are often determined based on the common textbooks used in the classroom. This can sometimes be challenging for students to get engaged in without supplementing with industry needs. This case study evaluates the main textbook concepts with property visits and discussions to determine which of these skills are used and which are not. Presented as a "Month in the Life of a Hotel Manager" this case study guides students through the managerial skills necessary to effectively do their job and move up in their career.

Key Words: managerial accounting, hotel management, skills, competencies

**Tips to Reduce Employee Turnover in the Restaurant Industry: Case of a restaurant unit within Darden**

*by Seung Hyun Lee and Kelsey Layman*

Employee turnover continues to represent one of the most significant challenges faced by the restaurant industry. Management should find solutions that lead to low turnover. Darden is a company that continues to record low turnover rates and has been recognized for the positive work environment. To get an inside look at how they do so, this case study was conducted by interviewing a service manager at the restaurant unit within Darden. The factors identified were hiring practices, monetary rewards, training policies, flexible scheduling, burnout prevention, and fun working environment. Restaurateurs are recommended to use these factors to reduce turnover rate.

Key Words: employee turnover, turnover rate, restaurant, restaurant management, human resource practice

**Leadership, Ethics, Human Resources, and the External Environment: A Case Study on Resort Turnaround, New Management, and Land Disputes**

*by Britt Mathwich*

This case study presents challenges faced by Enchantment Resorts Management after assuming management responsibilities for a small independent destination resort, Equis Resort. Enchantment Resort's Vice President of Operations faces issues relating to four principal areas: leadership, ethics, human resources, and influences from the external environment. Students will assume this role for discussion. The significant issues in leadership, ethics, and external environment influences stem from the resort owners' demand that the management company pursue an eminent domain case on a small, but critical parcel of golf course land. The human resources issue, and additional leadership concerns, arise from staff experiencing wage and benefit freezes, position eliminations, and Equis' reduced and redirected operating expenses.

Key words: External environment, leadership, ethics, human resources, hospitality, critical thinking

**Oasis in Sin City: Determining a competitive set**

*by James Drake and Stefan Cosentino*

This case study presents a problem for the new management team of a recently acquired hotel that its owners have invested millions of dollars to renovate and upgrade. The property was formerly a midscale, branded hotel, but now the hotel is being marketed toward a more upscale guest. Accordingly, a new competitive set of hotels must be determined, and how and why this is done is discussed in the case.

Key Words: competitive set, average daily rate, RevPAR, occupancy rate