

teaching note

Issues Related to Part-Time Employees: A Case of the Hotel Industry

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Case Summary

This case study explores the situation of part-time employees in the hotel business and the impacts resulting in their engagement and organizational commitment as a result of their employment status and working conditions. The case presents a scenario about Ronald Fillmore, a guest relations manager at Grandeur Imperial. He has newly been appointed and took a concern for the situation of part-time employees. Ronald finds out that part-time employees in his team are not engaged in their work and are less committed to the organization than full-time employees. The problem of part-time employees has been recurrent in Grandeur Imperial as the management slowly accommodated from this peripheral workforce and would not act proactively to improve their situation. The discussion arising from this case gives insights about a part of the workforce that can serve at achieving a more significant competitive advantage if well managed.

Target Audience

This case study is targeted at senior undergraduate level students in hospitality management, leadership, human resources, or strategic management. Students will be required to think as managers to find creative ways to handle the issues related to the part-time workforce in Grandeur Imperial. The case study can also be used by professionals in the hotel industry, such as human resources and supervisors of teams with part-time employees.

Learning Outcomes

Instructors will introduce the employment modes and differences between full-time and part-time employees from the lens of organizational commitment and employee engagement concepts. This is relevant by part-time workers represent a considerable proportion of the total workforce but are subject to certain disadvantages resulting from their employment status. This case study presents a scenario about part-time employees in a five-star all-inclusive hotel resort whose engagement and organizational level commitments are low due to their working status and working conditions. This case study aims to discuss the issues related to the part-time employee workforce in the hotel industry, understand the concepts of employee engagement and organizational commitment, and trigger the audience to find practical solutions to better the situation of part-time employees in the hotel industry.

By the end of this session, students should be able to:

- Discuss concepts of employee engagement and organizational commitment
- Discuss the differences between full-time and part-time employees in terms of characteristics, attitudes, behaviors, etc.
- Discuss issues inherent to the part-time workforce in the hotel industry
- Identify signs of low engagement and organizational commitment
- Provide strategies to cope with issues related to the part-time workforce
- Develop a step-by-step plan of measures to enhance commitment in part-time employees

Teaching Approach

The case is set to be analyzed through an in-class discussion, in which students will be divided into groups of 2-3 students to discuss potential answers to the question. The learning outcomes outlined above should be treated as separate topics within the questions. This will allow the instructor to introduce the concepts, generate in-class discussion with practical examples from students, and wrap up for an in-class assessment of one hour. The discussions presented here aim to enhance students' critical reasoning, quantitative judgment, and analytical thinking skills in strategic human resources management. Through this case study, instructors will be able to engage their students in an active learning environment to discuss the fundamentals of strategic human resources management and HPWPs. Additionally, instructors will be able to engage the students in crucial human resources management discussion on topics like organizational commitment and employee engagement, further pertaining to full-time and part-time employees. These discussions will challenge the students' critical thinking and enhance their reasoning skills and creativity as they come up with unique solutions.

Before Class

Before the class, the students will be asked to read the case study as well as additional reading materials and recommended to take annotations while reading. They will also be asked to think about the concepts reflected in the case study and potential examples they could use during the discussion.

Theoretical concepts

- Organizational commitment
- Employee engagement
- High-Performance Work Practices
- Training
- Rewards
- Benefits and recognition

Class Instructions

Phase One: Introduction (45 minutes)

1. Introduce different topics (employment modes, HPWPs, employee engagement, organizational commitment). *15 minutes*
2. Identify students that previously worked in hospitality full-time or part-time. Have them share about their experiences, working conditions by having answers relevant to the topics. *10 minutes*
3. Create groups of 2-3 students to discuss the case questions. Each group should have at least one member that previously worked in hospitality. They will be allowed to ask questions to the instructor during the group discussion and take notes from their discussion. *20 minutes*

Phase Two: Open Discussion (45 minutes)

Students will then be invited to an open discussion about the case study. The class discussion will be facilitated and moderated by the instructor, and students should be able to display creativity in their answers. The first part of the open discussion will consist of debriefing the case, touching upon the diverse concepts reflected in the case. The different groups will then be invited to share their answers.

Phase Three: Assessment/Assignment (1 hour)

Students will be required to write a short essay of 500-750 words about the set of measures they would take to improve the situation of part-time employees at Grandeur Imperial. They can relate to their previous experiences in the hospitality industry. Their answers must focus on the practical aspect of the case study. They could also build from the solutions proposed in the case. Alternatively, students can be provided with the opportunity of completing this assignment online. Their essay should include the concepts discussed in the case.

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