

Trends, Approaches, Contradictions and Innovative Modes of Developing Tourism Professionals in Macau

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- Classification of hotel employees
 - 1. Hotel entrepreneurs (investors)
 - 2. Hotel managers
 - 3. Professional and technical personnel, such as hotel engineering and technical personnel and chefs of Chinese and Western cuisine and etc.)
 - 4. Hotel service staff

- **Quality requirements for hotel professionals**
 - Basic quality requirements - the basic quality of the hotel professionals
 - Professional quality requirements - professional skills and awareness of service personnel

I. Eight characteristics of the personnel needs of the contemporary hotel industry

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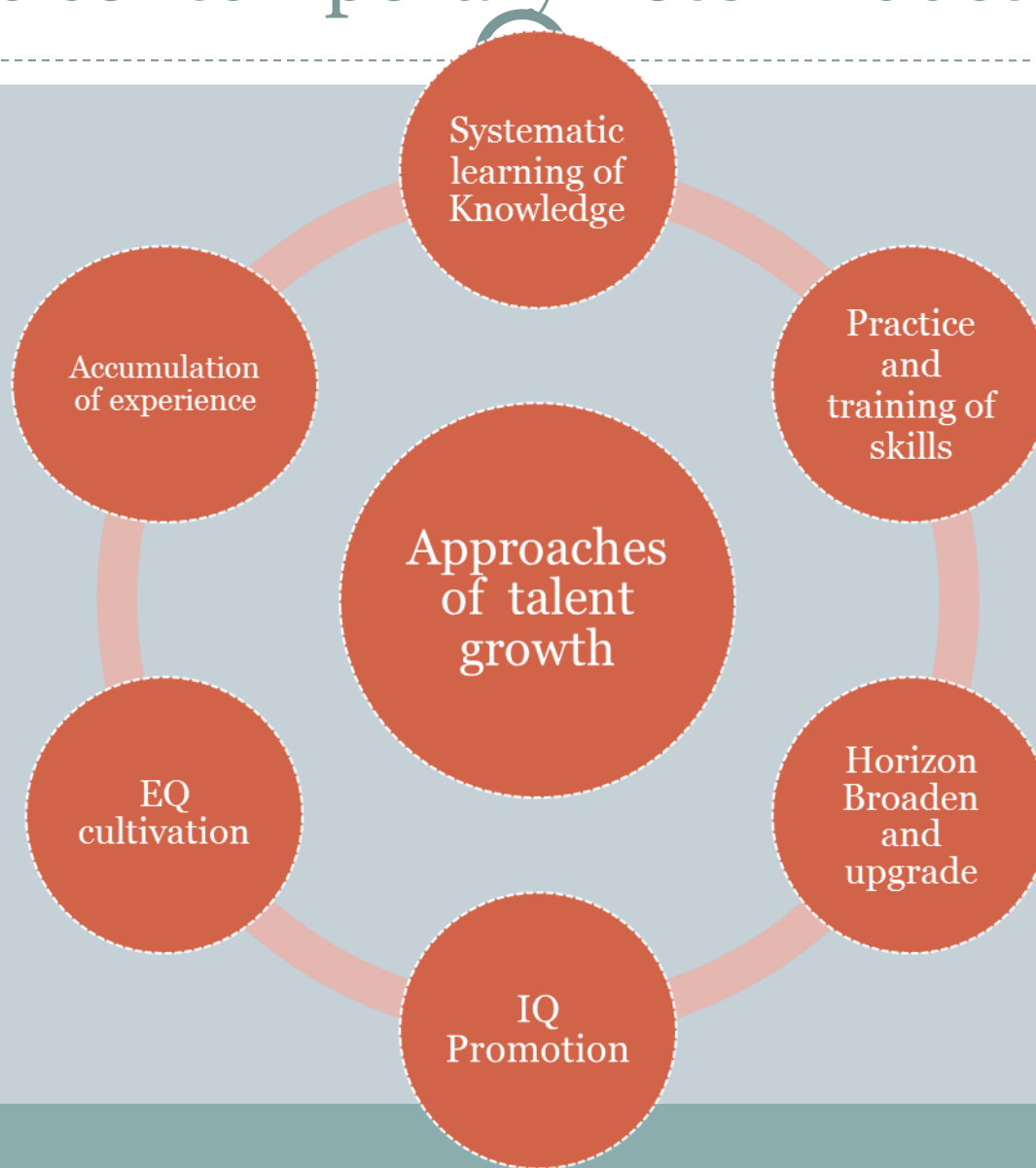
1. A skilled primary service operation
2. Familiar with international hotel management and operation
3. Familiar with hotel management laws and regulations
4. With strategic management vision
5. Rich management experience
6. Professionalism
7. Verbal communication, organization & coordination, and business development capabilities
8. Management of mental skills and innovative thinking

“Five -heart, four-diligence, three-degree”

(ardent, love, eager, patience 、
attentive to details ; ready with eye,
mouth, hands, and legs; attitude 、 speed,
scale)

Cultivation of the basic quality of hotel
personnel needs long term edify.

II. Six approaches of talent development of the contemporary hotel industry



II. Six approaches of talent development of the contemporary hotel industry

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- **Systematic learning of Knowledge**
- Comprehensive grasp of the knowledge and skills of the tourism and hospitality management through a systematic learning of hotel management programs

II. Six approaches of talent development of contemporary hotel industry

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Practice and training of skills

- Mastery of service skills needs actual operation and drills
- Grasp and promote service skills through practical courses and job training

II. Six approaches of talent development of the contemporary hotel industry

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- **Accumulation of experience**
- The accumulation of experience is a necessary approach in the enhancement of hotel personnel's competitiveness.

II. Six approaches of talent development of contemporary hotel industry

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- EQ cultivation
- Hotel is a service industry and EQ is essential for the development and growth of talent.

II. Six approaches of talent development of the contemporary hotel industry

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- **Broadened and upgraded horizon**
 - Global Vision
 - International management
 - Diversified culture

II. Six approaches of talent development of contemporary hotel industry

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- IQ Promotion

- Sternberg of Yale University proposed the triarchic theory of intelligence
 - ✦ componential intelligence——Critical thinking, analytical thinking ability
 - ✦ experiential intelligence——Extract and combine important information in a specific context
 - ✦ contextual intelligence——Practical ability and social experience

III. Four major contradictions of the talent supply and demand of contemporary hotel industry

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Contradiction 1

- Positioning of personnel training and personnel needs structure

Contradiction 2

- Duration of personnel growth and time limit for talent needs

Contradiction 3

- Personnel training system and personnel quality

Contradiction 4

- Personnel training methods and actual demand for talent

III. Four major contradictions of the talent supply and demand of the contemporary hotel industry

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- Positioning of personnel training and personnel needs structure
 - **Traditional positioning of personnel training :**
 - ✦ **Vocational Degree——Hotel front line staff**
 - ✦ **Bachelor——Hotel middle manager**
 - **Actual demand of hotel personnel:**
 - ✦ **High quality front line staff**
 - ✦ **High quality senior manager**
 - **Performance contradiction:**
 - ✦ **Graduates prefer working in a management position after graduation and can not handle manual labor in the beginning of the occupation so turnover rate is higher.**

III. Four major contradictions of the talent supply and demand of the contemporary hotel industry

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- Duration of personnel growth and time limit for talent needs
 - **Duration of personnel growth :**
 - ✦ High requirements for quality improvement, but in a relatively long time
 - **Time limit for talent needs:**
 - ✦ Most hotels need personnel to be promptly qualified and working independently
 - **Performance contradiction:**
 - ✦ Most hotels focus on experience when recruiting personnel, paying less attention on qualifications and training background

III. Four major contradictions of the talent supply and demand of contemporary hotel industry

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- **Personnel training system and personnel quality**
 - **Personnel training system :**
 - ✦ Focus on knowledge transfer, followed by skills development
 - ✦ Enough understanding and education of the essential attributes of hotel industry
 - ✦ Students' over-expectation of the job
 - **Personnel quality demand :**
 - ✦ Attitude and awareness of service is priority
 - ✦ Correct cognition of the hotel industry is the foundation
 - **Performance contradiction:**
 - ✦ Employees and hotels' resentment with each other leads to hotel, employee, and customer dissatisfaction – Which constituted a LOST-LOST- LOST situation

III. Four major contradictions of the talent supply and demand of the contemporary hotel industry

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- Personnel training methods and the actual demand for talent
 - **Personnel training methods:**
 - ✦ **Classroom teaching + visit study / simulation practice**
 - ✦ **Theory first and then practice is with less purpose of learning**
 - ✦ **Teachers lack of practical experience caused limited guidance**
 - **Actual demand for talent:**
 - ✦ **Face variety of guests and situations in real environment**
 - ✦ **Have a certain coping awareness and skill reservation**
 - **Performance contradiction:**
 - ✦ **Students are not familiar with the application of knowledge and skills**
 - ✦ **Hotels with low recognition of the practical ability of graduates**

IV. Consideration and practice of the innovation model of hotel personnel training

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- Thinking of the innovation model of hotel personnel training
 - Pay attention to the whole training on the cognition of the nature of the hotel
 - Strengthen the guidance of the hotel practice to learning
 - Adjust the time and space arrangements of hotel basic services
 - Combine hotel demand with appropriate course contents
 - Prioritize the development of strategic thinking and managerial awareness

IV. Consideration and practice of the innovation model of hotel personnel training

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- The practice of the Faculty of International Tourism and Management, City university of Macau
 - Pay attention to the whole training of the cognition of the nature of the hotel
 - ✦ Help students establish appropriate expectations for a career in the hotel industry
 - ✦ Focus on the cultivation of basic qualities of hotel employees, such as "Five heart, four diligence, third degree"
 - ✦ Acquire in-depth understanding of global hotel trends through international exchanges

IV. Consideration and practice of the innovation model innovation of hotel personnel training

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- The practice of the Faculty of International Tourism and Management, City university of Macau
 - To strengthen the guidance of the hotel practice to learning
 - ✦ Students engage in grassroots work and learning after enrollment
 - ✦ Deepen the students perceptual cognition of the demands of the industry
 - ✦ Guide purposeful learning according to the issues and challenges of the job

IV. Consideration and practice of the innovation model of hotel personnel training

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- The practice of the Faculty of International Tourism and Management, City university of Macau
 - To adjust the time and space arrangements for hotel basic services
 - ✦ Adjust hotel grassroots internship originally only for those with higher grades to include everybody
 - ✦ Shorten students' theory learning and immerse them in grassroots level of the hotel
 - ✦ Give students a more promising future career

IV. Consideration and practice of the innovation model hotel personnel training

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- The practice of the Faculty of International Tourism and Management, City university of Macau
 - To combine the hotel demand with the appropriate course contents
 - In addition to the normal systematic Hotel Management subjects
 - ✦ Some of the subjects are taught by hotel senior managers and associated with actual cases encountered by the students at work.

IV. Consideration and practice of the innovation model innovation of hotel personnel training

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- The practice of the Faculty of International Tourism and Management, City university of Macau
 - To fully implement quality control and management
 - ✦ Personnel of the university and the hotel conduct the admission interview and the selection of students
 - ✦ Hotel senior managers participate in the courses and discuss improvement of service management
 - ✦ Mutual assessment after the courses

V. A Case of practicing of the innovation model of hotel personnel training

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- **Tourism professional development by means of industry partnership**
- **Aims:**
 - Provide study opportunities to those with potentials and intend to pursue a university degree. Participants make use of work-study program for self-reliance to complete their studies, and at the same time, obtain valuable practical work experience.
 - Train local talents, and improve the comprehensive quality of Macau's Human Resources. Participants receive a systematic university education, and acquire excellent, multinational professional training from tourism enterprises. After completion of the program, participants become smart talents with strong practical abilities and scientific management thinking. In their future career development, they will get better positions and promotion opportunities.

V. A Case of practicing of the innovation model of hotel personnel training

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- **Tourism professional development by means of industry partnership**
 - Suitable candidates:
 - High school graduates or above, aged below 35, Macau residents who are competent and able to complete the international hospitality and tourism management degree programs and develop into qualified personnel for management staff.

V. A Case of practicing of the innovation model of hotel personnel training

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- **Tourism professional development by means of industry partnership**
- **Program features:**
 - ✦ **All-around training professionals with industry partnership**
 - ✦ **Interaction and integration of theoretical knowledge and practice promptly and effectively enhance professionalism and quality of the learners.**
 - ✦ **Being trainees in the enterprise, learners obtained protection of living & employment**
 - ✦ **High efficiency of time management:**
 - ✦ **From loan to scholarship**

Benefits to the company

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Ample manpower

Attract best talents in the case of a serious shortage of human resources

Cost saving

University provides trainees, saving in recruitment cost

Less loss

Through loan plans and long-term internship in the company increase participants' loyalty to the company and train steady talents for the company

Plan future

Systematic and long-term training programs train talents with practical experience

Better image

Provide educational opportunities for young people to enhance the company's social image and credibility, strengthening overall competitiveness of the company in the gaming industry

Explore talents

Universities develop the curriculum to cultivate talents that meet the demand of future development

Benefits to the trainees

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Programs offered by Institutions of higher education recognized by the Macau government

Study Opportunities

Internship opportunities provided by Ponte 16 to students for a well balance of study and work

Job opportunities

After completion of program, students earn degree qualifications and work experiences, and acquire better development and promotion opportunities

Promotion

Students who perform well during internship not need to repay student loans

Waive of Tuition fee

Company and university coordinate to allow trainees to take work and study into account

Effective time Management

V. A Case of practicing of the innovation model of hotel personnel training

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- **Tourism professional development by means of industry partnership; Photo- Five trainees got promotion after six months practice**



Thank you for your attention!

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