Article Title

An Exploration Study of Competence-Based Training Needs of Hotel Sales Represent

Citation

Abstract

Chinese hotel industry is meeting the challenge from international hotel group. A large quantity of remarkable talents is needed. So what standards should be adopted to train hotel employee, was the focus of every hotel. This article contributes to the literature on the study of training needs in hotel human resource management. It reports on an exploratory study of the work of a sample of hotel sales represents and their training needs. The article aims at explaining the importance of training needs analysis before training and the advantage of using competence-based approach in training needs analysis. To achieve these objects, the study attempts to construct competency model of hotel sales represent by modifying an established model of general administrators. Based on the modified model, a questionnaire was designed to collect data on the importance of training content needed by sales represents and on training method expected by them. The study found that innovation, initiative, serving customer, sales skill, foreign language, basic knowledge of management were the emphasis of training content, and lecture, case study were still adopted by most of sales represents.

Conclusion

 According this study and the current situation of domestic hospitality industry training, some suggestions were provided as follows.

Areas of focus:

Managers should improve the direction of training programs and optimize the coordination of training content and training method. Teaching is still the main training method in domestic hospitality industry, the main training form being relatively simple, and training content also tends to be identical.

Applying competence theory throughout the hotel training programs is an advantage to solve the blindness of training content, make the main part of the training process based on objective analysis. For this purpose, the managers need to use the competence model to determine the training content, and on this basis further expand the choice space for training methods, improve the optimization of training content and method, in particular, finding out the method suited to train staff's differentiating competences, and finally form a more systematic and more complete system of training methods.

Application of competence theory is a complicated systematic project, involving all aspects of the training process, which calls for the attention and support of hotel leadership. As an innovative human resource management, leadership must first make changes on concept and understanding to fully

understand its significance and role, and give the necessary support on funding, personnel and other arrangements. In actual practice, once meeting difficulty or resistance, hotel senior managers often lack the persistent determination and courage, even though many managers are willing to try to apply some new theories and new methods in their daily work. Thus, in the process of competence theories' application, the support and promotion of the hotel leadership is the important condition for training effectiveness improvement.