

## *Original Paper*

# Research on the Innovation of the Training Mechanism of Hotel Management Professionals Based on Stakeholder Collaboration

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*Major topic of the teaching construction and teaching reform research project of Wenzhou Vocational and Technical College: Research on the innovation of the training mechanism of hotel management professionals coordinated by stakeholders (WZYD202209)*

### **Abstract**

*In 2019, China put forward the “Double High Plan”, emphasizing that vocational education should “serve the needs of building a modern economic system and higher quality and full employment”. The improvement of the requirements for the transformation and development of the service economy and the objective needs for high-quality employment of students all require the government to further transform its social functions, enhance its sense of corporate social responsibility, and give play to the role of industry enterprises and other stakeholders. To re-examine the existing talent training model of higher vocational colleges from the perspective of stakeholder theory and incorporate the interest demands of stakeholders into the talent training model will help achieve mutual benefit and win-win results for stakeholders, and further promote the implicit development of higher vocational colleges. This paper studies the innovation of the training mechanism of hotel management professionals based on stakeholder collaboration.*

### **Keywords**

*stakeholder collaboration, Major in hotel management, Talent training mechanism*

As a typical labor-intensive industry, the hotel industry has always been in need of talents who have both the skills of the first line department of the hotel and the knowledge of hotel operation and management. The industry expects that higher vocational colleges can cultivate high-quality application-oriented talents who understand skills, can bear hardships, can think, and are good at communication. To achieve the goal of cultivating application-oriented talents in hotel management,

higher vocational colleges cannot succeed only by relying on the efforts of managers and front-line teachers of higher vocational colleges, and need the in-depth involvement of stakeholders.

### **1. Analysis of Stakeholders in the Training of Hotel Management Professionals**

The stakeholders in the training of hotel management professionals refer to the individuals or groups who, through a certain amount of educational specific investment, have an impact on the realization of talent training objectives, and expect to obtain certain benefits while taking certain risks. Generally speaking, the stakeholders of hotel management have formed an interactive contractual relationship network of interdependence and restriction. It mainly includes: students and their parents, higher vocational colleges (managers, teachers, administration, logistics, etc.), employers (enterprises, hotels, governments, etc.), alumni, the public, social groups, practice teaching bases, news media, etc.

The cultivation of hotel management professionals depends on the harmonious relationship between higher vocational colleges and stakeholders in the contractual relationship network. As stakeholders provide financial, material, reputation and resource support for the professional construction of higher vocational colleges, they may also bring some adverse threats and challenges, such as the source of students in the hotel management major, the employment rate of graduates, the hotel's evaluation of graduates, the graduates' achievements in the hotel industry and career development, It will directly or indirectly affect the reputation and sustainable development of hotel management professionals. The traditional talent training of hotel management mainly focuses on teaching construction and internal management. Through the development of teaching management system and teaching quality monitoring guarantee system, the hardware construction of laboratories, books and materials is improved, and management and control are carried out with the help of education background, professional title management and teachers improvement. However, it ignores the real needs of stakeholders, which leads to the graduates' failure to find ideal employment units or problems such as maladjustment. At the same time, employers such as industries and hotels cannot recruit satisfactory talents, and training and promotion are relatively limited. The cultivation of hotel management professionals can not meet the needs of students, parents, industry, other social subjects, etc., leading to the "dislocation" of talent cultivation, which directly or indirectly affects the enrollment expansion, employment, social reputation and other fields of higher vocational colleges. The perspective of the construction and management of hotel management professional training will have to be extended to stakeholders.

### **2. Core Stakeholders' Interest Demands of Collaborative Education**

As a "quasi public product", higher education is mainly participated by higher vocational colleges and their teachers and students, the government and employment enterprises. The author believes that they are also the core stakeholders in the cooperation between universities and enterprises in the undergraduate education of hotel management major. The development of the major is to a large extent

the interest game of the core stakeholders. They all participate in the talent training work on the premise of independent interest appeal, as shown in Table 1.

**Table 1. Summary of Interest Demands of Core Stakeholders in School Enterprise Cooperation of Hotel Management**

Stakeholder	Higher vocational colleges	Teachers and students of hotel management	Government	Hotel
Interest demands	Reduce costs Improve the strength of the school Increase popularity	(1) Teachers: improve their comprehensive ability, realize their own value, and increase their salaries (2) Student: Improve ability, get remuneration and clarify employment prospects	Promote local economic development and social stability People's happiness	Solve the problem of difficult employment, improve social reputation, maximize profits

### *2.1 Interest Demands of Higher Vocational Colleges*

Talent cultivation has its own unique laws. It is necessary to impart theoretical knowledge and strengthen practical training. The core is to cultivate students' practical ability, innovation ability and social adaptability. The cultivation of high-quality application-oriented talents needs to be achieved through the collaborative participation of all parties. With the further mature development of the hotel industry in China, international hotel management groups have settled in one after another. Domestic hotel management groups are growing vigorously, the demand for talents in the industry is increasing, the social status of service personnel is increasing, and the employment situation in hotels is becoming optimistic. More and more liberal arts vocational colleges are offering undergraduate hotel management majors.

### *2.2 Interest Demands of Teachers and Students of Hotel Management*

teacher. Teachers are the specific executors and practitioners of hotel management education, teaching and scientific research activities. Hotel service standards, hardware facilities, software systems, etc. are rapidly updated. Teachers hope to obtain more temporary training and further education opportunities in the industry through cooperation with hotels, improve their own comprehensive ability, not divorced

from the industry, provide students with knowledge and skills that meet the needs of the hotel industry, and get full respect from students, schools and hotels, Realize their professional value. While providing educational services, scientific research services and social services, teachers also hope that the improvement of teachers' comprehensive abilities (such as "double qualification", professional title, etc.) can be reflected in obtaining reasonable work remuneration and treatment, increasing personal income and enhancing family happiness.

student. The vision of modern college students has been greatly improved. Most students have a strong indication when filling in their majors, and have plans for their future careers. As educatees, their priority is to pay attention to whether the school's classroom learning can have a positive impact on their future career in the hotel industry or related service industry. They attach importance to being close to the hotel industry in the school learning process to form a good professional quality. During the practical internship in the hotel, I also hope to get reasonable remuneration to reflect the value of knowledge and labor, so as to understand the law of the rise of positions of hotel industry personnel and consider the future employment.

### *2.3 The Government's Interest Demands*

As a public organization, the government shoulders the four major functions of political, economic, cultural and social construction, guarantees people's democracy and maintains the country's long-term stability, organizes socialist economic construction, organizes socialist cultural construction, and provides social public services. Education prosperity is one of the government's missions. A good undergraduate education in hotel management can not only provide a large number of high-quality labor, but also eliminate some social instability factors, improve the employment rate of service counterparts, create multicultural exchanges and cooperation, and promote local economic development. However, talents can not be trained in a short period of time, which requires strong support from the government in policy, finance and other aspects. The government expects to encourage higher vocational colleges, hotels and relevant organizations to carry out school enterprise cooperation by investing in laws and regulations, policy support, fund distribution and other ways, fully demonstrating the social, economic, cultural and political values of "1+1 > 2", bringing short-term or long-term benefits to social and economic development, achieving social stability and people's happiness.

### *2.4 Interest Demands of the Hotel*

With the continuous development of social and economic level, hotels have been facing the bottleneck of talent recruitment in the process of industrial transformation and upgrading. On the one hand, there is an urgent need for specialized personnel with strong professional skills to reduce the training cost of enterprises, and there are high requirements for the cultural level, management skills, development potential and other aspects of employees. The hotel expects higher vocational colleges to cultivate more application-oriented talents, infiltrate the corporate culture in talent training, create potential loyalty, and gain the buyer's market advantage for the hotel through the competition among talents. In view of

the above reasons, when choosing the school enterprise cooperation institutions, the hotel will purposely choose the institutions with large student resources to cooperate, strengthen the students' practical courses, and solve the problem of labor shortage. The hotel participates in the school enterprise cooperation, implements the integration project of production, learning, teaching and research, and also sees the strong faculty and strong scientific research ability of secondary and higher vocational colleges, which can help the hotel achieve innovation in management, technology and other aspects, and occupy the commanding heights of industry development. At the same time, hotels participating in school enterprise cooperation also hope to enjoy the relevant preferential policies of the government, reduce enterprise expenditure, improve the corporate image, and finally maximize corporate profits.

### **3. Suggestions on the Cultivation of Application-Oriented Undergraduate Talents in Hotel Management from the Perspective of Stakeholders**

#### *3.1 Focus on the Value Needs of Different Stakeholders*

The government mainly pays attention to whether the talent training in higher vocational colleges can promote the economic and social development and improve the national quality from the macro level; Students are mainly concerned about whether they can obtain high-quality education, good employment prospects and the realization of life values; Employers mainly focus on whether the goal of talent training has been achieved and whether they have trained the talents required by the market and society. Therefore, we can focus on the value needs of different stakeholders—maximizing the utility of talents, and improve the concern and enthusiasm of stakeholders, so as to obtain more support and input.

#### *3.2 Build a Communication Platform for Stakeholders*

The cultivation of application-oriented undergraduate talents in hotel management not only focuses on students, their parents, vocational colleges, employers and other stakeholders, but also needs to focus on alumni, the public, social groups, practical teaching bases, news media and other “hidden stakeholders”, so as to build a communication platform and channel for stakeholders, enhance mutual understanding and trust, establish more active and in-depth interaction, and establish cooperation Interactive help and support, jointly formulate defense measures and plans for possible problems and conflicts, and jointly negotiate and formulate solutions for problems and conflicts that have occurred, so as to properly handle them.

#### *3.3 Establish a Talent Cultivation Decision-Making Mechanism Involving Multiple Stakeholders*

The establishment of a talent cultivation decision-making mechanism with the participation of multiple stakeholders can maximize the positive role of all stakeholders and fully express their interests. For example, a decision-making committee for the cultivation of application-oriented undergraduate talents in hotel management has been established to organize representatives of the government, schools, students, hotels and other stakeholders to effectively participate in the planning, control, evaluation,

feedback, improvement and other aspects of the cultivation of application-oriented undergraduate talents in hotel management under the premise of expressing their own interests, so as to achieve the diversification and democratization of decision-making, Ensure that stakeholders' information on talent training is timely and effectively communicated and mastered, and form a talent training decision-making mechanism with mutual coordination and mutual promotion of multiple stakeholders.

### *3.4 Safeguarding the Rights of Stakeholders*

Regardless of whether the stakeholders are direct beneficiaries or indirect beneficiaries, the training of applied talents in hotel management should pay attention to the rights of stakeholders, protect the rights of stakeholders, make stakeholders more in-depth and develop cooperation from the primary stage to the intermediate stage and the advanced stage.

(1) Participation in the optimization of curriculum: stakeholders of higher vocational colleges jointly participate in the optimization of the curriculum for the training of applied talents in hotel management, communicate and negotiate from the aspects of curriculum offering, curriculum design, curriculum content, etc., find problems, analyze problems, solve problems according to the actual situation and relevant experience, have a certain right of choice and decision, and put forward suggestions for improvement, From the role of bystander to the role of participant, decision-maker and manager.

(2) Participation in teaching reform: stakeholders of higher vocational colleges participate in hotels together

The teaching reform of the training of application-oriented talents in the management specialty integrates the interests of various stakeholders through the reform of teaching methods, teaching methods, teaching content, etc., which meets the needs of modern society, industry and economy. It establishes a teaching reform scheme and system that the government, higher vocational colleges, industry, teachers, students, etc. understand, pay attention to and support together, forming teaching quality The improvement of talent training quality constantly puts forward new requirements and standards for teaching quality, and the effect of teaching reform constantly promotes the virtuous circle of the improvement of teaching quality and talent training quality.

(3) Supervision and feedback of personnel training

The stakeholders of higher vocational colleges jointly participate in the supervision and feedback of the training of application-oriented talents in the hotel management specialty. It requires multi-party cooperation. Through the monitoring, supervision and feedback of teaching quality, even if the information on various talents training is accurately collected, collated, analyzed and fed back, the curriculum, teaching plan and teaching content are adjusted and improved in a timely manner, and the key problems and contradictions affecting talent training are targeted to be solved, Form a trinity supervision and feedback system of "teaching", "learning" and "management".

### *Epilogue*

Higher vocational colleges are a cooperative relationship of mutual influence and mutual restriction with various stakeholders. In talent training, actively guide various stakeholders to participate in it,

form a multi subject participation mode, and establish a multi participation and benign interaction system, which is conducive to the gradual transformation of higher education from “elite education” to “mass education”, and to meeting the value needs and expectations of stakeholders, It is beneficial for higher vocational colleges to meet the urgent requirements of sustainable development.

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