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Abstract
The year 2008 is the “Visiting Taiwan Year”. The government is actively promoting “Challenge 2008: the National Development Project” in order to establish the quality of human resource for international tourist hotels in the service industry, and to help enterprises efficiently create and upgrade their added value. Therefore, the purpose of this thesis is to establish a set of standards to provide critical, successful human resource management factors for international tourist hotels based on the Capability Maturity Model Integration (CMMI) and the People- Capability Maturity Model (P-CMM). Given the fact that the People- Capability Maturity Model in the hospitality industry is a relatively new area of research in Taiwan, we decided to use the Modified Delphi Method to conduct this research. The research design of this study is a survey design, which requires the use of two questionnaires for data collection.
There are 16 Delphi panelists who participated in this study. The Delphi panelists may be grouped into the following two categories: (1) nine international tourist hotel human resource managers, and (2) seven educators from various universities with expertise in hospitality management and/or leisure management. Two Delphi surveys were used to collect the relevant data and to help promote consensus. The calculated statistics from the Round I survey were given to the 16 Delphi panelists so that they could either change their responses or decide to stay with their original responses by providing their justifications. The statistical methods used in conducting this research included: description statistics, Independent Samples T-test and Chi-square test.
The major findings of this research are as follows: (1) In order to effectively handle different kinds of business situations, every employee should be fully authorized in his or her capability by its company. However, under the influence of traditional management practices, our international tourist hotel managers were likely to adopt the bureaucratic way of management, which may create a delay in capitalizing on opportune moments and procedures of crisis management. Thus, we should examine the effective methods used by other countries and use their experiences for reference. (2) Generally, the research on the related standards of performance management indicated that performance management was very important. However, the Taiwanese experts did not endorse this view probably because the lack of such international mind-set. (3) Since the majority of the tourism industry is comprised of providing services on an individual basis, it is hard for organizations to recognize the value of “sharing” achievement and the team approach. As such, it is suggested that

these concepts be incorporated into the on-the job training practice of the company. (4) The familiarity of the regulations of human resources could increase the market share of organizations, but according to the responses from the study, most hospitality management educators and hotel managers generally believed that no such relationship existed. This demonstrated the cognitive difference between these two groups on the implication of regulations and standards of human resource.
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