

**旅游管理学院2016—2017（二）学期暑期见习课考查报告**

  **课程名称： 德国YHA暑期见习课程**

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**德国国际青年旅舍见习总结**

自1909年Richard Schirrmann 先生创办开始，德国国际青年旅舍的目标是： Encouragement of education and special needs of young people .（教育和特殊需求的支持）。由此可知，德国国际青年旅舍面对的主要细分市场是年轻人市场，市场目标是年轻人。根据年轻人的消费行为和消费条件，青年旅舍定价较低、氛围友好、自助性较强，符合年轻人的需求。德国国际青年旅舍的定位是中低档品牌中的高档品牌，被称为“穷人的希尔顿”，所以青年旅舍装修简单、服务较少，但是性价比极高，常常物超所值。

除了提供核心产品住宿之外，德国国际青年旅舍还扮演着联系旅游与教育的角色。具体表现有：1.为学校在青年旅舍组织课程提供必要的教学场地与设施；2.协助政府教育系统进行信息收集；3.根据自己的特殊区位设置不同主题的课程。所以，德国国际青年旅舍的教育课程算是其提供的延伸产品。下文以德国国际青年旅舍与教育公益为主题，讲述我在巴伐利亚州的几间德国国际青年旅舍见习所学到的内容。

**（一）波森霍芬青年旅舍**

波森霍芬青年旅舍坐落于到处是绿色植物和花卉的伯恩里德小镇内，风光美好的施塔恩贝格湖边，有着良好的自然生态环境。同时可持续发展理念是青年旅舍文化重要的一部分。加上波森霍芬青年旅舍的目标市场是学校，波森霍芬青年旅舍的建筑设计和运营充分体现了可持续发展的环保教育理念。

这间青年旅舍整体是一个中间有天井的长方形建筑，类似于中国的客家围屋，可以通过天井大面积运用自然光。建筑内部地板主要是原木地板，墙面是看起来比较粗糙的清水混凝土墙，顶楼的上方也很注意运用自然光，人工的痕迹几乎消失无踪。在青年旅舍的后花园，有一片宽阔的草地，用于露营和露天烧烤，方便住在青年旅舍的人们亲近大自然。除此之外，青年旅舍使用绿屏而非栅栏或者中国的大院式小墙。工作人员介绍称，若不是政府要求，青年旅舍甚至不会建立一个屏障，因为屏障会让人们觉得自己和外面的大自然隔绝开来，现在只好用这种方法，减少人们和大自然之间的隔绝感。青年旅舍的建筑设计除了注重贴近自然，青年旅舍还要重视和细分市场上目标群体的需求，即学校的老师和学生们的需求相结合：楼道可以用作儿童的游乐场地；有专门配置的教师房间；为幼龄儿童配置专门的房间；餐厅使用轻便小巧的彩色椅子（轻便是为了方便学生们搬动，彩色的椅子，是为了当学校组织活动的时候，可以运用不同颜色的椅子进行分组，即“颜色管理”），等等。青年旅舍富有美感和实用性的建筑设计是其为消费者提供的良好的形式产品。

印象最深刻的，莫过于这间青年旅舍的厨房：明亮如新的厨具挂在半开放式的厨房上方，殊不知这些厨具已经使用了15年。经理告诉我们，比起不断地更换，他们更注重对现有厨具的维护，因为设备的不停更换会对环境造成污染，而且长期算下来成本会更高。这体现了青年旅舍绿色经营的理念。

另外，当时厨房只有两名工作人员，但是根本不必须要担心人手不够的问题，因为来住青年旅舍的人，特别是学校，要提前两个月以上和青年旅舍预约，这样工作人员就能做充分的计划和准备。预约和准备的流程是这样的：1.校方向青年旅舍提供必要的信息，例如大致参加人数、时间等等；2.青年旅舍的工作人员拿着一个青年旅舍方面准备的问题问校方人员，例如有没有人对什么食物过敏，有没有人需要无障碍房间等等；3.然后青年旅舍的工作人员会根据这一系列信息制定计划，分配房间，对厨房和餐厅制定工作安排；4.在后面几个月内，青年旅舍将计划一步一步的详细化；5.执行计划，进行采购等等。计划职能的运用可以让青年旅舍准备充足的食物，不会出现不足或者浪费的情况，是一种可持续发展的运营方式。

对设备的维护，接待计划的制定和执行充分体现了他们的可持续发展的理念和长远的目光，这一实际行动，是对前来青年旅舍的学生们最有力的环保教育。

**（二）巴特特尔兹青年旅舍**

为鼓励市民参加运动，慕尼黑市政府将巴特特尔兹地区投资建立为慕尼黑的运动主题地区，并把自己建设的一些住宿设施长期租赁给青年旅舍管理。由于巴特特尔兹的地方特色和政府与青年旅舍达成的协议，巴特特尔兹青年旅舍经营的主题是体育，市场目标主要是参加运动课程的学生。

巴特特尔兹青年旅舍体育教育的目标不仅仅是锻炼学生们的体魄，还要重视培养学生们的团结协作精神和分享精神等，使大脑和四肢同时得到发展。

同时，他们配套的硬件和软件设施都极为完善：1.雇用了一位运动学专业出身的员工；2.与运动学专家合作，充分结合如中医经络这样的理论知识；3.与周边体育场馆合作，并自行修建部分体育设施；4.旅舍为适应其运动主题和学生的需求，配置专门的设施，比如大通铺和刷成不同颜色的楼层；5.旅舍的饮食也因为学生们运动消耗量大而设置比一般旅舍热量更高的食物。

我们体验了一次课程，内容很简单：十多个人围成一圈，变着花样的弹接网球。可是做起来就不那么简单了：不仅仅要集中注意力，还要考验大家的团结协作能力，以及一定的领导能力。虽然考验的东西有很多，难度也挺大，但是我们没有一个人感到有压力，反而觉得很开心，没有人因为自己的失误感到非常的自责或者收到别人的指责。这种课程设计充分考虑到了市场目标群体——学生的生理和心理等条件，又使学生们很大程度上获得了课程的效益。

**（三）纽伦堡青年旅舍**

纽伦堡在德国的历史文化方面都占有着非常重要的地位：马丁路德的宗教改革，希特勒宣布发动战争，纽伦堡审判等等重大历史事件都发生在纽伦堡；另外，纽伦堡广场一年一度的圣诞集市，也吸引了世界各地的游客前来游览。在这样的特色区位下，纽伦堡青年旅舍吸引了来自全世界各地慕名而来的游客和前来学习历史的学生。

纽伦堡一面朝山，一面对着纽伦堡小城，景致各有特色。由于纽伦堡在二战期间被大面积摧毁，我们看到的纽伦堡的大部分建筑是经过重新建立与修缮的。如今的纽伦堡，既有浓郁的古典气息，又充满着现代的科技元素：凭着以旧修旧的原则，纽伦堡最大程度上保留了幸免于难的古建筑，比如说粮仓和旧正门，楼梯虽然是后来修建的，但也保留古典风格；而会议室，房间的现代元素较多，特别是会议室，使用了触屏式控制面板、投影仪和立体环绕声响。这种建筑，既能为前来学习历史的学生创造富有特色的学习氛围，又不缺少历史教学的必要设备。

纽伦堡所进行的教育项目仅限于历史教育，重点为二战历史。纽伦堡的历史教育，比起单纯的历史事件的介绍，他们更注重对历史的总结与思考；比起灌输，他们更注重对学生的引导。

在纽伦堡，我们有幸体验到了一次历史教育课。运用三个投影仪和立体环绕影响播出视频，我们被引导进二战发动的那一时刻：“如果你生活在那个时候，你会怎么做？如果你的家人使他们当中的一份子，你会怎么面对他们？作为德国人，你要怎么面对自己的先辈犯下的错误？”随后学生们会进行探讨，回到历史事件发生的地点，与自己的组员进行进一步的研究、学习、探讨，形成反馈总结，做出自己的小组作业。这种教学方式，比传统历史教学更加深入人心，增加了历史教学的思想深度。

以青年旅舍的工作人员的一句话作为总结：“Of course remembering the history is very important, but what more important is the reflecting.” （当然记住历史事件是很重要的，但是更重要的是对历史的反思）学习历史的根本目的，正是以史为鉴。

**（四）拜伊罗特青年旅舍**

拜伊罗特青年旅舍是德国最新的青年旅舍，其最大的特色是全旅舍的无障碍设计：旅舍的大门可以用按钮开关，无需手动，方便有障碍者开关门；旅舍的0层全部是无障碍房间，房间的通道和门口都极为宽敞，方便有障碍者携带轮椅出入；餐厅也设置了无障碍通道。

这种在不需要他人的帮助的情况下，能让有障碍者完成一系列行动的无障碍设计，体现了一种重要的理念：有障碍者不是需要被关爱的群体，而只是有特殊需求的群体而已。

在拜伊罗特青年旅舍的课上，Koller先生也向我们传递了这一理念。他更愿意用“有障碍者”（Handicapped people）代替“残疾人”（Disabled people）。他表示，其实，在生活中，除了残疾人外，很多人都有着各式各样的障碍（比如老花眼，也是一种视力障碍）我们无需将自己和残疾人区分开来。这种理念比帮助残疾人等理念更加突出有障碍者的独立人格和平等地位。正如 Koller 先生所说：“All are equal and all are different, nobody will be excluded.”（所有人都是平等的，同时每个人是不同的，没有人会被排除在外）。将对待有障碍者的平等理念体现在设备和建筑设计上，能对前来的学生有着潜移默化的影响。同时，这也表明拜罗伊特青年旅舍将有障碍者的需求考虑在内，真正地把有障碍人士当作使他们的顾客，也充分反映了青年旅舍的目标——“特殊需求”。

综上，我在德国青年旅舍学到的内容主要有：

1.稳定的组织文化，并把组织文化付诸组织经营的各个细节，提高组织信誉；

2.明确的市场目标和市场定位，仔细考虑并满足市场目标的需求；

3.充分运用管理中的计划职能，有效节约组织的资源；

4.重视产品的提供与设计，强调各个产品的特色，使产品不易被模仿，加强竞争力；

5.不忽略特殊群体的特殊需求。

**Probation Summary of DJH**

The aim of DJH has been ‘Encouragement of education and special needs of young people.’ since it was founded by Richard Schirrmann in 1909. From that we can see the main target group of the Youth Hostels is the youth who require education and special needs. According to the consuming behavior and the consumption conditions of the youth, low price, friendly atmosphere and self-service of the Youth Hostels fits young consumers’ requirement very well. DJH positions itself as a senior brand of the brands in the mid-low-end. Therefore sometimes it is called as ‘The Hilton of the poor’, and thus though the decoration of the Youth Hostel is simple and the service is less, the value consumers get is always over its price.

Besides providing accommodation as its core product, DJH plays an important role in the connection of tourism and education. The specific performance of DJH is showed in the following. First of all, DJH offers some necessary teaching venues and facilities for schools. Secondly, DJH helps the government education system with the information collection. Thirdly, DJH develops different curriculums on the basis of its special locations.

**The Possenhofen Youth Hostel**

The Possenhofen Youth Hostel is located in Burnback town, and near the ravishing Lake Starnberg where green plants and flowers grow everywhere, which means it has a good natural environment. At the meantime sustainable development is an indispensable part of the culture of the Youth Hostel. What’s more, the target market of the Possenhofen Youth Hostel is schools, so the architectural design and operation of the Possenhofen Youth Hostel fully reflect the environmental friendly educational concept.

This Youth Hostel is a rectangular architecture which has a courtyard, looks like the Hakka round house in China. With a large courtyard, the hostel can get the daylight in a large scale conveniently. The floors are wooden floors and the walls are rough fair-faced concrete walls. They lay emphasis on using the daylight even on the top floor. Most importantly, we could hardly find any artificial trace in the architecture. There is grassland at the backyard of the hostel which can be used for barbecue and camping as well as getting close to nature. Additionally, the hostel use ecological green belt instead of fence and walls. A staff said without the requirement of the government, the hostel even would not set up a barrier, for the reason that they don’t want to feel separated from nature. Besides being closed to nature, the hostel takes teachers’ and students’ needs into consideration, for example, the stairs can be used as children’s slide; there are special rooms for teachers; colorful and light chairs are used in the canteen (this kind of chairs are easy to move, and can be used as ‘Color Management’.). The useful and aesthetic design is a good formal product for the customer.

What impressed me most was the kitchen of this hostel: though they had been used for over 15 years, cooking utensils in the kitchen looked bright as new. The manager told us that rather than changing the kitchen ware constantly, they would like to maintain the existed cooking utensils, so that they could be more environmental friendly as well as saving the cost. This showed the idea of green management of the Youth Hostel.

Moreover, there were only two staffs in the kitchen at that time, but it’s not necessary to worry about being shorthanded. Because people who come to visit the Youth Hostel especially the members from schools, should book two months before they arrived, so that they can make adequate plan and preparation. And I am going to describe how they accept appointment and make preparation. Firstly, a school offers necessary and fundamental messages, such as the number of people and when they will come. Secondly, a staff in the hostel askes a list of prepared questions to the school, for instance, if there is any student is allergic to some food, or if there is any student needs special room. After that, staffs make plans and room assignments base on the information they have got. In the next few months, the hostel makes a plan in detail. When it approaches the date the school arrives, they carry out the plan. The applying of the planning function helps the hostel prepare adequate food, avoiding the circumstance of too little or too much food, and it is also a sustainable developing way of operating.

In conclusion, making plans and carrying out the plans reflects their sustainable development concept as well as their long-term vision. This act is the most powerful environment protection education.

**The Patterz Youth Hostel**

In order to encourage citizens to do some sports, Munich’s government have invested and set up a sport area in Patterz region, and they rent out accommodation facilities to the Youth hostel to manage and operate. According to the contract, the theme of the Patterz Youth Hostel is sport and the target group is the students who come to have sports lessons.

The target of the Patterz Youth Hostel is not only physical training but also cultivating students’ cooperation spirit and sharing spirit. In other words, that is training both physically and psychologically.

It is worth mentioning that the hostel is equipped with perfect facilities. Firstly, they hire a staff whose major is sports. Secondly, they cooperate with a sports expert, using theoretical knowledge such as traditional Chinese medical science. Thirdly, they cooperate with the gyms nearby and build some sports facilities. Fourth, to meet the need of its sports theme and students, they collocate special facilities, such as shared house and floors in different colors. Fifth, the diet in the hostel has higher calorie than others, because students will consume much more energy while doing sports.

We tried one course during the trip of the hostel. The course seemed quite simple: people stood around a circle, threw and caught the tennis. But it was not that simple while doing it: it not only demanded people’s attention, but also tested people’s teamwork as well as leadership, in a way. Though there were many things to be tested in the games, no one felt stressful or depressed while making mistakes. They considered about their market target—students’ physiological and psychological needs, and let them learned a lot while designing the curriculum.

**The Nuremberg Youth Hostel**

Nuremberg holds an important status in German history and culture: Martin Luther's reformation of religion, Hitler’s announcement of the war, and Nuremberg Trials all happened in Nuremberg. Moreover, the annual Christmas market in Nuremberg is one of the most famous Christmas markets in the world, which attracts tourists from all over the world. Under the characteristic location, Nuremberg hostel attract tourists who are attracted to there and students who come to study history.

Nuremberg faces the town with the hills for a background, each side has its own characteristic view. Because the Nuremberg was destroyed completely during the World War II, most of what we can see now have been rebuilt and repaired. Today’s Nuremberg has both strong classical flavor and modern science technical element. Nuremberg hostel keeps the ancient building to the maximum extent, such as the barn and the old front door. Thought the stairs were built afterwards, they keep the classic style. The rooms are mostly occupied by the modern element, and the meeting rooms, especially, are armed with touch-screen control panel, projectors and stereo-surround sound. Studying history in this building, students can get both learning atmosphere and necessary teaching facilities.

The range of the educational project of Nuremberg is merely history, and the key point is World War II history. The curriculum of Nuremberg lays emphasis on the reflection and the conclusion of history rather than history fact. And they try to guide the students instead of teaching them.

In Nuremberg, we are lucky enough to experience a history course. With the video played by three projectors and a stereo-surround sound, we were guided to the moment the World War II was announced:’ If you live at that time, what would you do? If your family member is one of them, how do you treat them? As a member of German, what do you think of the mistakes your ancestors made?’ Then students start to discuss and go back to the place when the history events happened. After that, they make a further discussion and finish their homework. This way of teaching, is more impressed than the traditional teaching method.

I’d like to draw a conclusion with some words said by a staff: ’ Of course remembering the history is very important, but what more important is the reflecting.’ .And our fundamental objective of learning history is taking the history as a mirror.

**The Bayreuth Youth Hostel**

The Bayreuth Youth Hostel is the newest hostel in Germany, the most characteristic thing in the hostel is the accessible design of the hostel: The front door can be opened by a button, so the handicapped people are able to open the door by themselves; all the rooms on the ground floor are accessible rooms; and the canteen has an accessible channel.

This design of letting handicapped people finish their jobs without anybody’s help shows an important idea that handicapped people are not who should be cared but who has special needs.

On the lesson in Bayreuth Youth Hostel, Mr. Koller sent us this idea also. He preferred to use the word ‘Handicapped people’ instead of ‘Disabled people’. He said, in real lives, many people have obstacle while doing something except handicapped people, so we don’t have to distinct ourselves from them. This idea highlights the independence and equal status of handicapped people. As Mr. Koller said: ’ All are equal and all are different, nobody will be excluded.’. And the concept of equality is showed on the design on the architecture and facilities, which has a leavening influence on students who come to visit the hostel. At the meantime, this shows that Bayreuth Youth Hostel take handicapped people into consideration and really regard handicapped people as their customers but not someone who need help and care. And one of the target of the DJH is ‘Special needs’ .

All in all, what I have mainly learned in the learning trip of DJH are:

1. Keep the organizational culture stable, and put the culture into every corner of the operation, and enhance the reputation of the organization;

2. Clear the target group and the market location, then consider and satisfy the needs of the target group;

3. Lay great emphasis on planning while managing the organization, and it will save the source of the organization;

4. Attach great importance to the designing and providing of the product, and strengthen the character of the product;

5.Do not neglect the needs of special groups.