



The Professionalism of China's "Professional Managers in Tourist Attractions (PMTA)"

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Abstract. The marketization and professionalization of tourist attractions in China has given rise to the establishment of a system of Professional Managers in Tourist Attractions (PMTA). The PMTA is a social class with tourist attractions management as a profession, which is divided into three levels: assistant professional manager, professional manager and senior professional manager of tourist attractions. Professional managers at different levels should have the corresponding professional quality, professional knowledge, professional ability and skills. Professional quality can be refined into 2 elements of professional awareness and professional integrity, including 10 items such as political awareness. Professional knowledge can be refined into 2 elements of scenic management knowledge and scenic business knowledge, including 4 items such as basic knowledge of scenic management. Professional ability and skills can be refined into 2 elements of general ability and scenic business skills, including 16 items such as strategic decision-making ability. Different levels of the PMTA should have their own focus on technical, interpersonal and conceptual skills.

Keywords: PMTA · Professional quality · Professional knowledge · Professional ability and skill

1 Introduction

For institutional reasons, most of the persons in charge of tourist attractions in China are not real business managers but actually guardians of state-owned assets. PMTA management is the inevitable choice of tourist attractions in China towards marketization and specialization, and is the preferred way to accelerate the development of tourist attractions. In December, 2009, the State Council proposed "To cultivate the market of

Authors' Contributions

Z.P. Yu: Writing. O.U.D. Regua: Supervision. A.L. Gao: Investigation.

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PMTA” [1]. In February, 2021, the “Classification and Evaluation of Professional Manager in Tourist Attractions (T/CTAA 0004–2021)” was released [2]. From March 2 to 5, 2022, CTAA held the first training course for senior PMTA in Hainan Province. The first 144 senior PMTA in China were born [3]. What professional quality, professional knowledge, professional ability and skills should the PMTA possess? This paper will illustrate the issue in the context of “Classification and Evaluation of Professional Manager in Tourist Attractions” to help understand what professional requirements a PMTA in China should meet.

2 Concept of PMTA

PMTA refers to the persons who take up the tourist attractions managing as a career, with good professional ethics and professional quality, comprehensive management ability and practical experience of tourist attractions, mastering the professional knowledge and skills of tourist attractions management, can skillfully use the internal and external resources of the tourist attractions to carry out comprehensive management of the tourist attractions, and are competent for the tourist attractions general manager, deputy general manager, department manager, deputy department manager, department head and other positions of business management. PMTA are divided into three levels, from low to high: assistant professional manager, professional manager and senior professional manager of tourist attractions. According to their positions, professional managers at different levels should have the corresponding professional quality, professional knowledge, professional ability and skills (Table 1).

3 Professional Quality

Professional quality refers to the inherent norms and requirements of a profession, and is a comprehensive quality that is expressed in the professional process. Professional quality can be subdivided into 2 elements: professional awareness and professional integrity, including 10 items such as political awareness.

3.1 Professional Awareness

3.1.1 Political Awareness

PMTA should have the correct political views, political stand, and political orientation, love the motherland, understand the country’s route and policies in a certain historical period, and have policy sensitivity.

3.1.2 Environmental Awareness

PMTA should have the idea of green and sustainable development, without sacrificing the ecological environment at the expense of the one-sided pursuit of scenic benefits.

Table 1. Dimensions, elements and items of the “professionalism” of PMTA

Dimension	Element	Item
Professional quality	Professional awareness	Political awareness
		Environmental awareness
		Cooperation awareness
		Awareness of legal system
		Social awareness
		Market awareness
		Brand awareness
	Professional integrity	Observe discipline and law
		Honesty and trustworthiness
Love the post and respect the profession		
Professional knowledge	Management knowledge	Basic knowledge of tourist attractions management
		Standards and processes of tourist attractions management
	Business knowledge	Scenic industry overview knowledge
		Relevant laws and regulations of the tourist attractions
Professional ability and skills	General Ability	Strategic decision-making ability
		Organizational leadership ability
		Ability to change and innovate
		Team building ability
		Sustainable development ability
	Business skills in tourist attractions	Marketing skills
		Planning and design skills
		Human resource management skills
		Financial management skills
		Safety production and emergency skills
		Tourist service skills
		Engineering management skills
		Operation skills of smart tourist attractions

(continued)

Table 1. (continued)

Dimension	Element	Item
		Activity planning and execution skills
		Recreation and environmental facilities management skills
		Commercial management skills of tourist attractions property

Note Adapted from “Classification and Evaluation of Professional Manager in Tourist Attractions” [2]

3.1.3 Cooperation Awareness

PMTA should have the idea of cooperation with the stakeholders of the tourist attractions and actively innovate the cooperation model; be able to take into account the interests of all parties involved in the business activities of the tourist attractions and share the results of the development of the tourist attractions.

3.1.4 Awareness of Legal System

PMTA should realize that the tourist attractions are legal entities. The business management activities of the tourist attractions should conform to the requirements of relevant laws and regulations and its internal rules and regulations.

3.1.5 Social Awareness

PMTA should recognize that the tourist attractions are integral parts of society and focus on maintaining the public interest of society; be able to actively fulfill social obligations and assume the social responsibility.

3.1.6 Market Awareness

PMTA should be clear that the tourist attractions are the main bodies of the market; focus on market efficiency; be able to grasp the laws of the tourism market; adapt to the market, use the market and create the market to carry out scenic business managements.

3.1.7 Brand Awareness

In tourist attractions operation and management, PMTA should focus on tourist attractions brand building, image shaping and intellectual property protection. They are able to continuously improve the market image and competitiveness of the tourist attractions.

3.2 Professional Integrity

3.2.1 Observe Discipline and Law

PMTA should operate according to the law, respect the national laws and enterprise constitution, strictly abide by the basic legal bottom line.

3.2.2 Honesty and Trustworthiness

PMTA should be truthful and pragmatic, consistent with their words and actions, practical, hardworking and trustworthy, pursuing effectiveness and fulfilling their commitments.

3.2.3 Love the Post and Respect the Profession

PMTA should love the work of the scenic industry, be faithful and dedicated to the specific duties of PMTA.

4 Professional Knowledge

The characteristics of tourist attractions with multiple elements and multiple business modes require PMTA to have a broad knowledge. Professional knowledge can be refined into 2 elements of tourist attractions management knowledge and tourist attractions business knowledge, including 4 items such as basic knowledge of tourist attractions management.

4.1 Management Knowledge

4.1.1 Basic Knowledge of Tourist Attractions Management

The basic principles and functions of tourist attractions management; the methods and means of tourist attractions management, the basic principles and methods of tourist attractions economic analysis.

4.1.2 Standards and Processes of Tourist Attractions Management

The relevant standards of tourist attractions management include the quality standard of A-class tourist attractions grade and the rules and regulations of the internal management. The basic process of tourist attractions project operation and management includes the business process of tourist attractions development, construction and operation.

4.2 Business Knowledge

4.2.1 Scenic Industry Overview Knowledge

The characteristics of scenic products; the development status and trend of the scenic industry; the development environment of the scenic industry market.

4.2.2 Relevant Laws and Regulations of the Tourist Attractions

“The Civil Code of the People’s Republic of China” and other relevant laws and regulations; “The Tourism Law of the People’s Republic of China” and other relevant laws and regulations in the field of tourism.

5 Professional Ability and Skill

The professional ability and skill dimension is refined into 2 elements of general ability and business skill, including 16 items such as strategic decision-making ability.

5.1 General Ability

5.1.1 Strategic Decision-Making Ability

Make strategic decisions from a global and strategic perspective and formulate scenic development strategies; be able to formulate implementation plans and management systems for scenic development strategies and organize their implementation; be able to identify key issues and make scientific decisions based on changes in the internal and external environment of the tourist attractions.

5.1.2 Organizational Leadership Ability

Be able to integrate resources inside and outside the tourist attractions, mobilize the enthusiasm of all parties to promote the achievement of goals; have good execution ability, be able to develop tourist attractions work programs, task decomposition, process tracking, timely correction of deviations, to complete all tasks; have good internal and external communication and presentation skills.

5.1.3 Ability to Change and Innovate

Be able to identify and track changes in the new environment in a timely manner, adapt to new requirements, adjust and optimize the work of tourist attractions in time, and promote transformation and upgrading; develop tourist attractions innovation planning, carry out innovative business, adopt new methods, and promote tourist attractions technology, business model, and management innovation.

5.1.4 Team Building Ability

Be able to select suitable talents to form a team around the tourist attractions' objectives; be able to unify the awareness and actions of the management team to promote the achievement of team goals; be able to train the development team and improve team capabilities.

5.1.5 Sustainable Development Ability

Have continuous learning ability and self-improvement skills; have the consciousness of ecological environmental protection; have the ability to rationally develop resources, carry out ecological and environmental management and improve the sustainable development of tourist attractions. PMTA can promote the sustainable development of tourist attractions from the perspective of long-term goal.

5.2 Business Skills in Tourist Attractions

5.2.1 Marketing Skills

Market surveys of tourist attractions, market analysis, market development skills; tourist attractions brand design, communication and brand operation skills; tourist attractions marketing activity planning skills; marketing channel construction and online marketing skills; tourist attractions public relations management skills.

5.2.2 Planning and Design Skills

Tourist attractions resources investigation and identification; landscape quality assessment; tourist attractions planning; tourist attractions product planning and tourist attractions environmental management.

5.2.3 Human Resource Management Skills

Human resource demand analysis and planning in tourist attractions; Recruitment of human resources; Human resources training; Performance management of human resources; Salary and welfare management of human resources in tourist attractions.

5.2.4 Financial Management Skills

Tourist attractions financial index system; the basic method of tourist attractions finance; tourist attractions cost control; tourist attractions financial risk identification and control; investment and financing analysis of tourist attractions.

5.2.5 Safety Production and Emergency Skills

Identify and manage the risks of production, operation and management of tourist attractions; master the basic process and internal control system of tourist attractions safety management; have emergency safety skills and can take measures to reduce safety risks and losses.

5.2.6 Tourist Service Skills

Have people-oriented, tourists first service consciousness; be familiar with the main process and link of tourist service, master the basic skills of tourist service.

5.2.7 Engineering Management Skills

Be familiar with the main process of tourist attractions project management; be able to control the resources, time and quality of tourist attractions projects; master the basic methods of tourist attractions project construction management.

5.2.8 Operation Skills of Smart Tourist Attractions

Information system construction of tourist attractions; website management and new media operation and management in tourist attractions; big data analysis of tourist

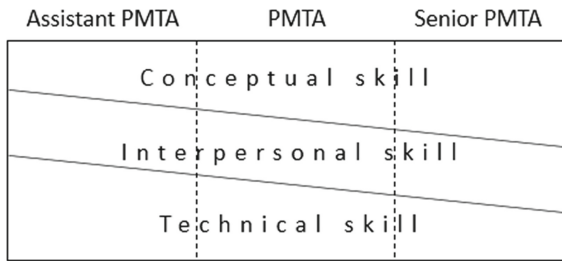


Fig. 1. key skills needed for different levels of PMTA

attractions; tourist attractions e-commerce; smart tourist attractions safety emergency management.

5.2.9 Activity Planning and Execution Skills

Be able to plan and design activities related to tourist attractions; be able to organize and implement related activities in the tourist attractions to ensure the smooth implementation of activities; be able to evaluate and summarize scenic activities.

5.2.10 Recreation and Environmental Facilities Management Skills

Understand the main recreational and environmental facilities in the tourist attractions; Carry out the daily monitoring of the tourist attractions environment facilities; Ensure the service quality of service facilities in the tourist attractions.

5.2.11 Commercial Management Skills of Tourist Attractions Property

Scenic commercial block planning; commercial property asset management in tourist attractions; commercial investment attraction; sales management of shops in tourist attractions; project format management.

Robert Katz, an American management scientist, offered another perspective on management skills. According to Robert Katz, effective managers need three critical skills: technical skill, interpersonal skill and conceptual skill [4]. Technical skill refers to the skill to complete tasks by using relevant procedures, techniques, knowledge and methods in a certain professional field; interpersonal skill refers to the skill to deal with interpersonal relationships; conceptual skill refers to the skill to abstract and conceptualize complex situations [5]. The three skills are required differently in different levels of PMTA. The importance of conceptual skill gradually decreases from high level to low level, while the importance of technical skill gradually increases from high level to low level. The difference in the importance of interpersonal skills for different management levels is not very clear, but they are all important (Fig. 1).

6 Conclusion

The establishment of the PMTA system marks the beginning of the implementation of standardization-led strategy in China's tourist attractions, which will comprehensively

improve the service quality, management level and industrial competitiveness of tourist attractions. Identifying the professionalism of PMTA helps to clarify the criteria of tourist attractions managers in China, so as to effectively select talents. Certain professional qualities, professional knowledge, professional ability and skills together constitute the professionalism of PMTA; PMTA at different levels should have different dimensions, elements and items requirements. These dimensions, elements and items are yet to be optimized and improved in PMTA evaluation practice.

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