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A proposed integration of the event and project management body of knowledge

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Abstract: The concept of an established international body of knowledge implies being updated with a respected good standing. The EMBOK (event management body of knowledge) may have some limitations in need of an update to be clearly distinguished. EM (event management) need a special kind of management considering the scope of the event industry with unfortunate event failures. The comprehensive nature of any body of knowledge (BOK) study led to a pre-study with respect to a conceptual integrated exploratory methodology. This provided the freedom to move outside conservatism to relate ideas, notions, theories, impressions and abstractions to the problem. The purpose was therefore not to obtain a final account but to propose a well-defined hypothesis for further studies. The conceptual data less structured casual observation, and an overview of secondary sources and literature. The overall exploratory study indicates a need for the update of the EMBOK also by means of the PMBOK (project management body of knowledge) or a synthesised event-project management framework (E-PMBOK).

Keywords: event management (EM); knowledge areas; event management body of knowledge (EMBOK); project management (PM); synthesised body of knowledge; conceptual research.

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Introduction

The changing event industry needs an appropriate and updated body of knowledge for event management (EM). The curricula content of EM qualifications offered by South African higher education institutions (HEIs) varies and differs widely. A literature search revealed that the majority of EM courses and qualifications include project management (PM) as a a subject, and only one-third of these qualifications include work-integrated learning (WIL) for practical execution of event projects (Pearlman & Mollere, 2009). The global education landscape is also being changed due to many factors such as neoliberalism, the next industrial revolution, epochal society, the vocational needs of students and economic pressure. Curricula of higher education offerings seems to become more in flux, adaptive and shorter. The modes of tuition delivery also changed during and after the Covid-19 pandemic.

Event operations are changing from conventional corporate or sports events to events such as unconferencing, speed networking, digital events, lunch clubbing, virtual festivals and secret cinema to mention a few. Well-known event companies (e.g. Eventive, MKG, Royal DSM and Verizon) may also change their event products and their approach to EM. Events will remain a live experience in need of both creative and technical skills, but the risks of event failure may bring PM more to the fore in terms of the EM curricula. Changing markets opt for professional service quality operations referred to as the service dominant logic for the meetings, expositions, events, and convention (MEEC) industry. Pernecky (2015) and Sealy (2018) acknowledge sustainable practices and leadership as key success factors to survive the competitive nature (Rojek, 2014) of the EM environment. Woodward (2020) rightfully says that PM is a key element of EM and involves managing not only functions but teams of individuals.

The risks of event failure is the primary reason for an updated body of knowledge. Similar to the PM science, EM will need to adapt to the highly competitive industry with new kinds of events of huge scope and complexity. The nature of events changed dramatically, such as sports events and festivals without spectators. No matter how you look at events there is less room for failure. The 21st African championships in athletics was held at the Stephen Keshi stadium in Asaba, Nigeria. The host of the event had no lack of creativity and good intensions, but the event was a disaster in terms of all technical dimensions. Nigeria did not do the sport good and the risks and potential damage of such event failures must be measured holistically. The Montreal 1976 Olympic Games is another case study of an event failure.

PM is a unique and established management approach used for project operations. Project managers must wear different hats due to their roles often referred to as integrators, evangelists, communicators, collaborators, negotiators, entrepreneurs, directors and change agents (Morgan, 2018). The management approach is a development from operations management in response to modern society in terms of interdependency, complexity and radical change. All project goals are virtually clear in terms of a budget, schedule and performance requirements. It applies the systems approach to management and PM has three key features namely (1) the project manager (who plan, direct and integrate the work), (2) the project cohesive team (since project work is team work) and (3) the project management system (a flexible organisation structure, information system, standard operating procedures and project tools used).

Event management (EM) highly regards continuous creativity, art, craftiness with a focus on research, planning and the production of an event (O'Toole, 2000; Woodward, 2020). Attention to detail, marketing and delivery are core elements to succeed. The prominent dimensions of EM in terms of fluency, art, originality, imagination, elaboration, environmental beauty and complexity is not always associated with a professionalised industry due to its history of neoliberalism and communitarianism (Kerzner, 2017). EM enterprises operate in a dynamic environment, and the science should, therefore, equip event managers with adaptive and agile management skills to be more innovative and lean (Rojek, 2014; Damm, 2010; Woodward, 2020; Thomas & Stephens, 2022).

The EM science does not seem to be as well developed as PM, while event operations is a crucial contributor to South Africa's total annual gross domestic product (GDP), adding R115 billion to the economy in 2018 (Nortje, 2020). Quinn (2013) focuses on the broad economic impact of events, marketing and sponsorships. Globally, EM is a multibillion-dollar, multidisciplinary profession forming a rapidly growing business sector (Williams, 2013; Park & Park, 2016, 2017) with high uncertainty. This underlines the importance of agility since only adaptive organisations survive (Andrejić et al., 2011).

This article builds on the foundation laid by Julia Silvers and Reuch et al. The next sections discuss the problem, the methodology and the results in terms of secondary data.

Problem Statement

The concept of an established international body of knowledge (BOK) implies being updated with a respected good standing. Casual observation of the limitations of EM indicates that the status of EM needs to be explored. Considering the scope of events, the size of the event industry and the tasks of event managers it should be reflected in the EMBOK. In addition, a body of knowledge should be uniquely distinguished from others with prominent concepts. When event managers are not knowledgeable of the EMBOK or if they ignore its existence, then one can assume or question its value, importance, application or relevance. The prominent and changing event industry with harmful event failures also signals a need for excellent EM. A respected and distinguished EMBOK may support professional EM lowering the risks of event failures. A potential benchmark from other disciplines such as PM has a well-established international body of knowledge (PMBOK) that is popular, powerful and widely recognised and applied as a standard for best practice.

Methodology

Conceptual and an integrated exploratory methodology was used. This provides the freedom to move outside conservatism to relate and discuss ideas, notions, theories, impressions and abstractions. Conceptual research can indicate the value of developing standpoints and practical influences through new theoretical perspectives. It does not necessarily give a final account although it may provide new insights into gaps in the knowledge or new perspectives of old theories (Trafford & Leshem, 2012).

Conceptual research brings things into relation and interconnects groups of ideas for synthesised theories. It implies philosophical discussion, debate and studies of other's work to develop new perspectives, knowledge or hypotheses. Signification for valid research is therefore obtained through the integration of several concepts. Warrantable research is not always a final account of a phenomenon, but it should involve the best available evidence to support the research claims.

Research embedded in conservatism can lead to myths about the conceptualisation of the research process. Pragmatism, however, calls for multiple methods for logical inquiry of reality capable of being related to the types of data. One myth is the traditional distinction between quantitative and qualitative research (Plowright, 2011; Morgan, 2018). This article is based on the freedom of conceptual research with multiple ways of data collection. The facts in numeric or narrative terms may be connected using casual observation, literature, case studies, surveys, artefact analysis and others. The final abduction of the research result will be concerning coherent conceptualisation.

The works by Corley and Gioia (2011) and Meredith (1993) about theory building through conceptual methods have references. It can bring about new theories or interpret existing theories in a different light. Jaakola (2020) provides significant templates for conceptual papers on theory synthesis and theory adaptation. Literature sources were used as secondary data to lay the foundation for this article. Step 1: A systematic literature review was used to scrutinise existing literature about the constructs identified for this research study (Alexander, 2020) and a search on Google Scholar, Web of Science and Scopus was conducted. The following keywords were used during the literature search: EMBOK, PMBOK, EMBOK and PMBOK and EM. Essentially, systematically conducting a review involves carefully searching relevant literature to explore a specific question or significant issue within the field. Step 2: The identified literature was then methodically analysed and synthesised logically and transparently. Step 3: Consequently, the conclusions and implications drawn from this process are firmly rooted in the examined literature. The scope of the problem was thoroughly explored as discussed in the next section.

Results and Discussions

Results

Research process

For this study, the problem was approached with conceptual data from two methods. The first phase (a) ideas from casual observation (from experience and subjective impressions). The purpose was to determine some prominent (completely descriptive) and unique EM knowledge areas without specifically mentioning the EMBOK.

The final phase (b) was concepts obtained from a literature study and the proposed E-PMBOK framework will be presented. Ethical clearance was obtained in compliance with the institutional research policy.

Concepts from casual observation

Impressions through casual observation is less structured, informal and more general. Coincident discussions with participants, literature overviews and sensory sources of experience of what event managers do and say (Plowright, 2011: 3) provided enough background information to the problem and motivation for the study. Casual observation of event managers and EM indicated that the EMBOK may have a weak standing concerning how it is perceived and applied.

The following are other casual observations and perceptions about EM that are concerning: (1) the education of EM, (2) the EM tradition, (3) the paucity of EM literature and (4) the low utilisation of the EMBOK in the context of how important effective EM is. If these observations are valid (true facts) then it is fundamental common sense to underline the problem statement and motivation of this study.

A look at EM education can justify a study on its own. Broadly speaking, the curricula content of EM qualifications offered by South African higher education institutions (HEIs) varies and differs widely. This indicates that the body of knowledge may be relative and not narrowed down. The nature of events is best described by project concepts, and it is concerning that only a few include PM. In addition, only one-third of these qualifications include work-integrated learning (WIL) for practical execution of event projects Sealy (2018).

Secondly, the EM tradition is related to concepts such as having fun, social gatherings, creativity and art associated with EM and may be a concern concerning a lack of discipline and technical project management. EM highly regards continuous creativity, art, and craftiness with a focus on research, planning and the production of an event (Raj & Musgrave, 2009). The prominent concepts of EM concerning fluency, art, originality, imagination, elaboration, environmental beauty and complexity are not always associated with a professionalised industry due to its history of neo-liberalism and communitarianism (Jiang & Schumader, 2014).

In terms of secondary research compared to other disciplines, there appears to be a paucity of literature about the EMBOK that may indicate that it is not as well developed or respected. This is concerning in the context of a multibillion-dollar industry and a major contributor to South Africa's total annual gross domestic product (GDP). EM is a multidisciplinary profession forming a rapidly growing business sector (International Institute of Event Management, 2019, Jiang & Schumader, 2014). This underlines the importance of agility since adaptive organisations have a better chance to be successful (Andrejić et al., 2011).

The importance of effective EM is also underlined by event failures due to their complexity. No matter how you look at events there is less room for failure. By observing a few cases such as the 21st African championships in athletics being held at the Stephen Keshi stadium in Asaba, Nigeria. The host of the event had no lack of creativity and good intentions, but the event was a disaster in terms of all technical dimensions. The damage of such event failures must be measured holistically, and the Montreal 1976 Olympic Games is another example of large scope event failure.

Discussions

Concepts obtained from literature

This section explored secondary sources of concepts, knowledge areas and best practices of EM and PM. It is followed by a conceptual literature-based synthesis between these disciplines.

1. The development of event management

History indicates the development of the EMBOK best practices since the early 1990s when a set of occupational competency standards was introduced (Damm, 2010, 2011; Thomas & Stephens, 2022). Later, an Australian study by Perry et al. (1996) attempted to identify key knowledge areas of event organisers, which included general functions such as financial management, general management, public relations, marketing, economic factors and ethical conduct among others. EM needs a diverse skill set concerning Williams (2013) and Andrejić et al. (2011) who identified criteria directly related to event projects namely, consumed simultaneously, co-created with participants, performing adjustments (continuously) and pre-determined dates.

Park and Park (2016, 2017) conducted a thematic analysis of topics from scholarly publications to establish trends in EM. They found, from 463 sources in four EM journals and 78 articles in hospitality and tourism journals, that the majority of the topics focus on market responses rather than management issues. Prominent EM enterprises do not seem to rely strongly on a widely accepted standardised body of knowledge such as the EMBOK. Reusch and Reusch (2013) reviewed EM and PM knowledge areas and confirmed the need for an integrated body of knowledge. This overview of the literature indicates a gap regarding an updated EMBOK.

2. Concepts related to the management of events

To understand EM we consider a few concepts related to the management of events. In this section we use concepts such as EM defined, the nature of events, tasks, functions, skills and a "four-pillar approach" for EM success. EM seems to be broad, general, non-exclusive and comprehensively defined by Silvers (2013) as follows:

Event management is the process by which an event is planned, prepared, and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people, products, services, and other resources to achieve objectives. An event manager's job is to oversee and arrange every aspect of an event, including researching, planning, organizing, implementing, controlling, and evaluating an event's design, activities, and production.

EM should reflect the unique nature of events for its unique occurrence distinguished from anything that already exists, especially one of great importance (Smit, 2015; Woodward, 2018). Events are live experiences and therefore intermittent operations as opposed to repetitive and ongoing continuous operations. Similar to job operations and projects they need unique tools and skill sets. The practice of managing event projects (Quinn, 2013) demands a multidisciplinary profession in an ever-evolving and multifaceted business sector (Silvers et al., 2006; Silvers, 2013; Jiang & Schmader, 2014; Ryan, 2016). Event products cover many different areas of interest, including music, sport, politics, business, academia and culture. These events differ in scope and EM enterprises also differ vastly in size (Ryan, 2016).

In terms of the specific functions and tasks Morgan (2018) identified skills such as interpersonal relations, flexibility, creativity, and being "tech-savvy". Scholtz (2018) added time management and Miller-Merrell (2013) added organisational and communication skills as typical traits needed. Indeed (2019) noted important tasks involving marketing, stakeholder communication, coordination of activities and applying information technology.

Goldblatt (2013) has a four-pillar approach as a foundation for EM success in terms of a matrix of best practices. The HR pillar focuses on employees, technicians, sponsors and volunteers. These are not particularly unique to EM (Damm, 2011; Pernecky, 2015) in the context of the importance of human capital in the macro and micro economies (Kozioł, 2011). Avery and Bergsteiner (2011) refer to Rhineland practices, showing that EM enterprises in both developing countries (including South Africa) and developed countries could benefit from. This approach also promotes HR and similarly Widodo and Moch (2015) list cooperation, retaining staff, high regard for stakeholders, ethics, change management, dependence on others, decentralised decision-making, and empowerment of staff. Pernecky (2015) and Abson (2017) confirm the need for unique leadership in EM because of its complex environment and heterogeneous nature. EM is guided by the events management body of knowledge (EMBOK) (EMBOK, 2022).

3. EMBOK concepts

The EMBOK is designed using a three-dimensional description of the knowledge and skills essential to create, develop, and deliver an event. The EMBOK (version three) forms the framework for guidance to the EM science. The primary dimensions of the EMBOK (2022) are knowledge domains, phases, and processes. The knowledge domains are administration, design, marketing, operations, and risk. These are further subdivided into seven sub-dimensions each, totalling 35 functional management units. PM has a strong focus on operations (an EM knowledge area), phases (the life cycle of a project) and processes (activities). Events also have a strong target orientation, milestones, and specific commencement and termination dates, and they are all temporary and unique but studies by Park and Park (2016) and Pearlman and Mollere (2019) indicate that events are not consistently regarded as projects. There is a smaller focus on management and operations (Raj & Musgrave, 2009, Stokvik et al., 2016).

Draper et al. (2017) and Smit (2015) also refer to EM research over the past 12 years (also citing Park and Park (2016) revealing three major research themes: marketing (32.1%), destination (27.4%) and management (24.5%) accounting for 70% of publications. Earlier papers (Lee & Black, 2005; Yoo & Weber, 2005; Pearlman & Mollere, 2005) covered topics on service quality

and decision-making processes. Ryan (2015) studied trends in hospitality management and PM was hardly noted.

Research conducted by O'Toole (2000) and Dinsmore (1999) regarding three types of projects, namely events, IT, and engineering (civil works), confirms events as pure projects. Atkinson et al. (2006) emphasise uncertainty related to the scope of EM and Damm (2010, 2011) correctly noted that event projects need a special kind of management due to the whirlwind of ever-evolving planning due to their iterative and organic characteristics. This is a good reason for EM to make use of PM tools and principles (Williams, 2013).

4. Concepts related to the management of projects

Williams (2013), Andrejić et al. (2011) and Reusch and Reusch (2013) noted that consideration must be given to PM for the EMBOK. In this section, we consider concepts related to projects and PM. A project is a type of operation system different from a job or a typical repetitive assembly-line operation. The Project Management Institute's PMBOK® is a good benchmark underpinning the knowledge areas with its established methodology (PMI, 2022). The macro perspective of the PMBOK® focuses on ten fundamental knowledge areas in terms of a PM framework (see table 1). When the detail is studied a micro perspective, it shows a clear picture of the dynamic nature of the science. Projects are unique and need a unique management approach historically derived from the 'development of a method, the absorption of useful techniques from other disciplines, refinement of these techniques, and shifts in focus' (O'Toole, 2000, Gopal, 2016). The field and discipline of PM hold a unique philosophy based on a performance-driven and non-conventional kind of management in the lexicon of management sciences.

In terms of a micro perspective of the PMBOK®, Nicholas and Steyn (2010) describe the discipline as addressing the need for a diversity of skills due to the complexity of projects, parallel execution of work and great uncertainty. PM is unique because the project manager must plan, direct and integrate work efforts to achieve project goals by creating a temporary organisation bringing together individuals to form a cohesive team working towards a common goal. As noted in the introduction, the (1) project manager, (2) the team and (3) the PM system are the features that distinguish PM from other traditional forms of management. He or she must be able to operate in a dynamic environment with stress, conflict and change.

The methodology is rooted in antiquity with the potential to be creative and exciting. It is essential to establish what projects are to conceptualise PM as a discipline. The PMI (2022) defines a project as a temporary endeavour that is undertaken to produce a unique product, service, or solution. Projects have a distinct mission and termination points, and the motivation to achieve predicts excitement in an integrative function with social and technical activities (Gopal, 2016; Heagney, 2016). This means that projects are dealt with one at a time. It should have definite starting and ending points (time), a pre-determined budget (cost), a clearly defined scope, and specific performance requirements to be met.

From a PM viewpoint and by integrating the views of leading authorities such as Kerzner (2017), Larson and Gray (2018), Nicolas and Steyn (2010) and Slack et al. (2010), PM is defined as the art of directing, coordinating and integrating human and other resources throughout the unique life cycle of a project. Project managers use PM techniques to achieve pre-determined TCP objectives (Keup, 2020). The scope and stake involved with projects justify PM as a separate discipline.

The most challenging role of project managers is to ensure project success. Project managers can be seen as leaders and enablers of teams in completing work, to 'run interference' for them, obtain scarce resources, work multi-directional and manage outside challenges that might compromise progress (Heagney, 2016). The management role refers to planning, scheduling, and control in the context of the project sponsor, the team, the project system and the client. Heagney (2016) and Keup (2020) refer to the mission and assert that project managers have to ensure that the mission and interests of the organisation are met.

Nicholas and Steyn (2010) provide a useful summary of the micro perspective of the PMBOK in terms of the integration role of the project manager. This entails providing direction (leadership), decision-making, being an entrepreneur, being an evangelist (conveying faith in the

project) and being the project communication hub. It provides for both creative and technical skills needed by EM.

PM is a unique and established management approach used for project operations. Project managers must wear different hats due to their roles often referred to as integrators, evangelists, communicators, collaborators, negotiators, entrepreneurs, directors and change agents (Nicolas & Steyn, 2010). The management approach is a development from operations management in response to modern society in terms of interdependency, complexity and radical change. All project goals are virtually clear in terms of a budget, schedule and performance requirements. It applies the systems approach to management and PM has three key features namely (1) the project manager (who plan, direct and integrate the work), (2) the project cohesive team (since project work is team work) and (3) the project management system (a flexible organisation structure, information system, standard operating procedures and project tools used).

5. A conceptual comparison between the EMBOK and the PMBOK®

The EMBOK (2022) (in terms of the phases, processes, and knowledge areas) is well distinguished from the Project Management Body of Knowledge (PMBOK® 6th edition) (PMI, 2022). The Project Management Institute's PMBOK® (2022) is an established and authoritative methodology for any project. With ten knowledge areas and 49 process areas, the PMBOK® are uniquely distinguished.

Event managers (like project managers) use some PM principles such as different forms of organisational structures (such as the matrix structure) by adapting their management style according to each project's unique organic nature (Nicolas & Steyn, 2010). Reusch and Reusch (2013) noted that the development of an EMBOK must therefore be done in conjunction with the PMBOK®. The 11 project dimensions (see Figure 1) are used to emphasise events as pure projects, especially in terms of their dynamics (response to change) and time, cost and performance constraints. The PMBOK® is clearly distinguished from general management in terms of scope, integration, risk and quality management, and these knowledge areas are also applicable to events. Table 1 provides the knowledge areas and phases of the EMBOK and PMBOK®

The discussion should explore the significance of the results of the work, not repeat them. Comment on the data, referring to the literature (compare it to previous research) and pointing out similarities and differences, explaining these if possible. Return to the aim and research question and show how the aims have been met, and the research question answered.

In discussion, it is the most important section of your article. Here you get the chance to sell your data. What might the answer imply and why does it matter? How does it fit in with what other researchers have found? What are the perspectives for future research? Please compare to what other researchers have found.

Table 1. A comparison between the EMBOK and the PMBOK®

EMBOK				PMBOK®		
Knowledge Areas	Number of Functional Units	Processes*	Phases	Knowledge Domains	No of Process Areas	Phases
Administration Design Marketing Operations Risk	7 7 7 7 7	• Management • Analysis • Communication • Decision optimisation • Scheduling • Risk analysis	• Initiation • Planning • Implementation • Execution • Performance# and control • Event+ • Closure+	Project integration Scope Schedule Cost Quality Resource Communication	7 6 6 4 3 6 3	• Initiating • Planning • Execution • Performance# and control • Closure

Risk	7
Procurement	3
Stakeholder	4

*Processes acting on all the EMBOK knowledge domains
+Event and closure phase can be regarded as part of the Implementation phase
#Literature refers to either performance/monitoring
Sources: Adapted from O'Toole (2000), Reusch and Reusch (2013), EMBOK (2022) and PMI (2022)

6. A proposed integration of EMBOK and PMBOK®

Although multiple factors determine the good standing of a body of knowledge such as the EMBOK, the contribution or hypothetical integration of the PMBOK with the EMBOK can be significant. This section illustrates such an example of the potential integration of the two bodies of thought based on the EMBOK and PMBOK® illustrated in table 1. The existing knowledge areas and domains provide the ideal opportunity for the synthesis and development of the EM science. The EMBOK (2019) consists of functional units as opposed to the PMBOK® with process areas. Stakeholder management is a common denominator, quality management is only part of the PMBOK®, and integration is central to the PMBOK®. As example EM can be developed as a special kind of project management by different means. Figure 1 is an example of 11 prominent knowledge areas for EM as adopted from PM knowledge areas proposed by Reusch and Reush (2013) with respect to a special kind of EM.

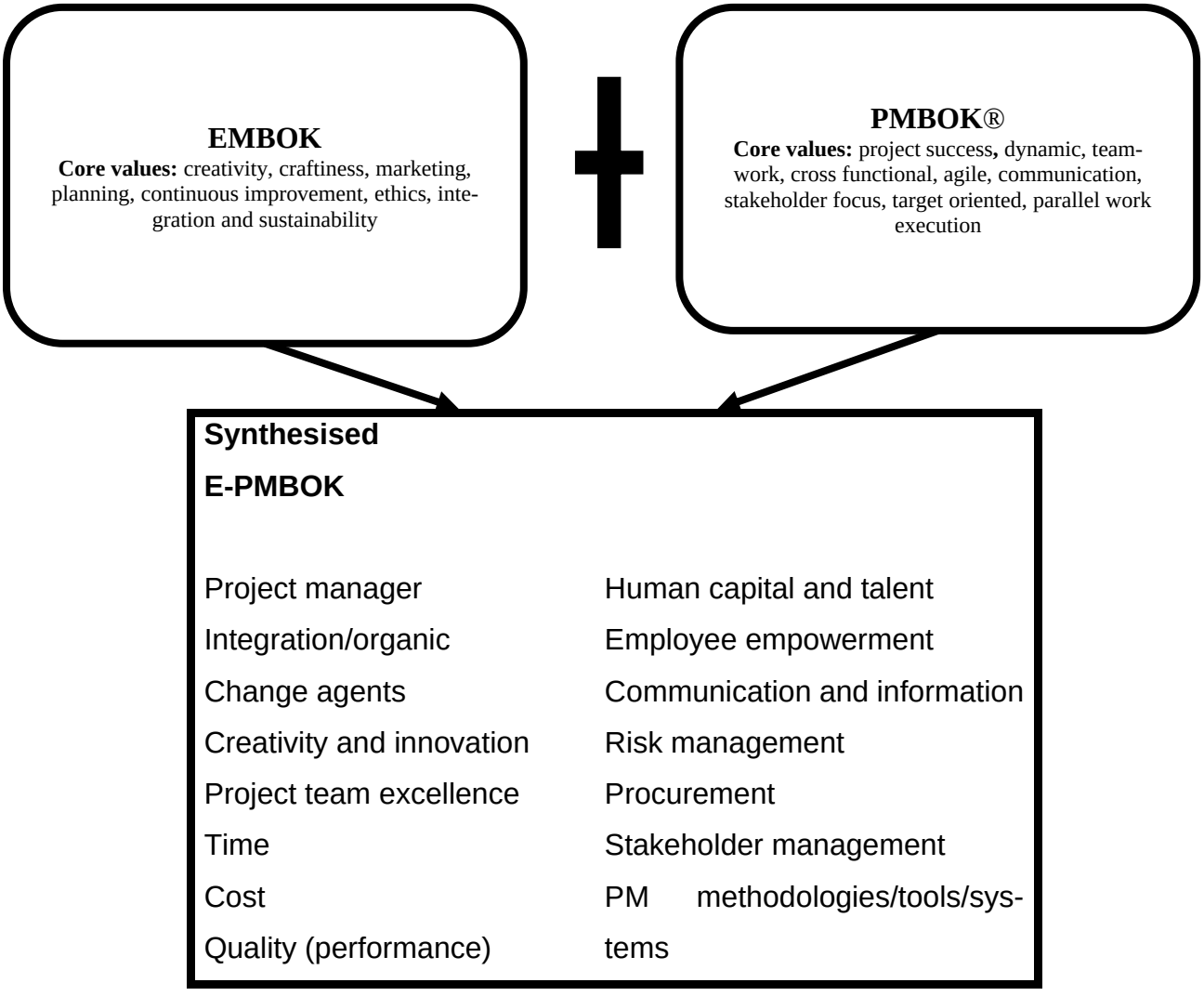
(Source: Adapted from Reusch and Reusch, (2013))

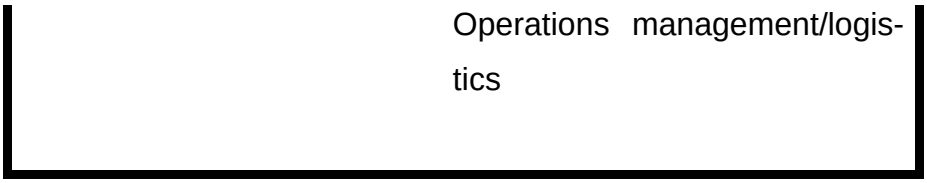
Figure 1. PM and EM integrated knowledge areas

It is interesting that "creativity" is not included, although all crucial technical aspects are highlighted. The three key PM features namely the project manager (who plans, directs and integrates the work), the project cohesive team (since project work is teamwork) and the project management system (e.g. a flexible organisation structure) are not yet included. New areas included in Figure 1 are integration and quality (items 1 and 5) from the PMBOK®, cost and finance, communication, which includes information and systems, and finally procurement, which includes infrastructure and logistics. Marketing remains an EM knowledge area excluded from the PMBOK®.

7. The consideration of a synthesised E-PMBOK

This conceptual and exploratory study did not provide any final account with respect to research findings. It merely defines a strong and well described hypothesis that the EMBOK should be improved and can be improved by means of the PMBOK® with respect to a synthesised E-PMBOK (with reference to Reusch & Reusch, 2013). Figure 2 is an example of a conceptual and simplified illustration of a synthesised E-PMBOK as a preliminary illustration of the integration of the core values and key knowledge areas of the EMBOK and PMBOK®.





(Source: Author, 2023)

Figure 2. A synthesised framework for the Event-Project Management Body of Knowledge (E-PMBOK

Recommendations

The EMBOK may be improved by several means, but the paper states that PM may become the "paradox", being the single neglected element of the EM profession. Further studies are recommended and consideration must be given to a synthesis between unique EM and PM practices with respect to a possible E-PMBOK.

Limitations

This is a conceptual paper and not an empirical study. Similar studies do not exist in the scholarly body of knowledge. After a thorough literature search, only one article could be found that discussed both the EMBOK and PMBOK.

Conclusions

A study on internationally recognised bodies of knowledge will always be comprehensive in scope. This was not the purpose of the study with respect to a conceptual and an integrated exploratory methodology. It provided enough motivation that further studies are necessary since the findings did not give any final account and merely resulted in a well-described hypothesis.

Based on the conceptual data (a) the EMBOK needs to be updated concerning the problem statement. The background study (b) confirmed the non-prominence (not descriptive; little descriptive or somewhat descriptive) of EM knowledge areas. The secondary sources (c) explored the development of EM and the EMBOK in need of further improvement also concerning PM. The

last phase (d) confirmed the need for a new approach to EM concerning a special kind of management with considering operations management and PM concepts.

The exploratory study is therefore a vantage point for the improvement of EM by promoting and recommending the further development of a professional and internationally accepted EMBOK. Eventually, the EM best practices will be strongly distinguished from general management and a comprehensive understanding of PM could be fundamental to an improved EMBOK that should increase project/event success. This will also impact on the changes needed in EM qualifications offered by higher education institutions.

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