

Global Knowledge Domain Structure for Event Management

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ABSTRACT

Event management has been described as an “emerging profession” due to the fact that no academic, government-issued licensing, or private occupational certification credentials are required to practice this complex and responsibility-laden enterprise. This paper will present a knowledge domain structure based on the comparative analysis of the competency domain outlines of event industry certification programs; national skills standards and vocational qualifications from the United States, Canada, the United Kingdom, Australia, and South Africa; the curricula and skill standards from several academic institutions; and the topics covered in industry-related books, for the purpose of providing a framework that may serve as the foundation for academic curricula in event management, potential cooperative and mutual certification credential recognition, systems development for software designers and event management practitioners, and a captured and therefore explicit starting point for a multi-national and multi-disciplinary discussion on a global Event Management Body of Knowledge (EMBOK).

Keywords: Event Management; Body of Knowledge; Standards Framework

INTRODUCTION

This paper begins with a discussion on the definition of event management, the nature of “professions” and the status of event management as a profession, and the event genre that may be considered as falling within the scope of the event management profession. A knowledge domain structure is proposed and defended through the examination of the source materials and analytical methodology employed in its creation. This is followed by a description of the academic, credentialing, commercial, and private uses of such a domain structure. Finally, a path is suggested towards the further development, improvement, expansion, and ratification of the domain structure to provide a global framework for performance based standards for event management and a platform for criterion based assessment of workplace performance.

THE DEFINITION OF EVENT MANAGEMENT

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, personnel, products, services, and other resources to achieve objectives. The APEX Housing & Registration Panel (2003) suggested the term Event Organizer be added to

the APEX Terminology Project, defined as the person whose job it is to oversee and arrange every aspect of an event, including planning, organizing, implementing, and controlling meetings, conventions, and other similar activities.

THE STATUS OF EVENT MANAGEMENT AS A PROFESSION

In order to examine event management as a profession, one must first examine the classifications of “profession” versus “occupation.” The National Directory of Occupational Titles and Codes lists meeting management as an “official” profession (Polivka, p.708), and the U.S. Department of Labor lists Meeting and Convention Planners with the Standard Occupational Classification number 13-1121, defining it as the coordination of activities of staff and convention personnel to make arrangements for group meetings and conventions. The American College Dictionary defines the term occupation as “one’s business or trade” and notes that the term profession implies “an occupation requiring special knowledge and training.”

Scholars studying the nature of professions contend the designation of profession indicates a protected or exclusive jurisdiction over an occupation that prevents those without credentials from practicing, or at least controls their practice economically through public opinion by describing them as amateurs (Freidson, 1986). Jurisdictions may be based on the division of labor into interdependent parts (another potential use for the proposed domain structure) or according to client.

As illustrated in Figure 1, the definition of a professional jurisdiction (and its tasks) must be directly linked to a formal system of knowledge that legitimizes and “expertizes” the profession’s jurisdiction (Abbott, 1988). The linkage with education is crucial as “a basic credential for professionals; it delineates the foundation of their expertise” (Freidson, p. 26). The status of event management as a profession is in progress. The development of a profession, as illustrated in Figure 2, includes defining a body of knowledge including theory and skills; developing “good” or “best” practice guidance standards and ethics by those working in the occupation; disseminating these through education, training, and associated certification or qualification programs; and sanctions imposed on the unqualified or substandard performers (Getz, 1997; Jeynes, 2002; Global Performance Based Standards for Project Management Personnel, 2003).

Jurisdictional claims often begin with the private occupational licensing or credentialing systems devised by practitioner associations (communities of practice) to self-regulate their members and influence their client publics, sometimes culminating in the legal arena where governmental licensing is mandated (Abbott, 1988). Some segments of the event management industry have instituted portions of this model within their individual certification programs, but all have neglected various components of the entirety of the process, and none have addressed the control or accountability dimension with enforceable regulations.

Figure 1. Abbott’s Parameters of Professional Work

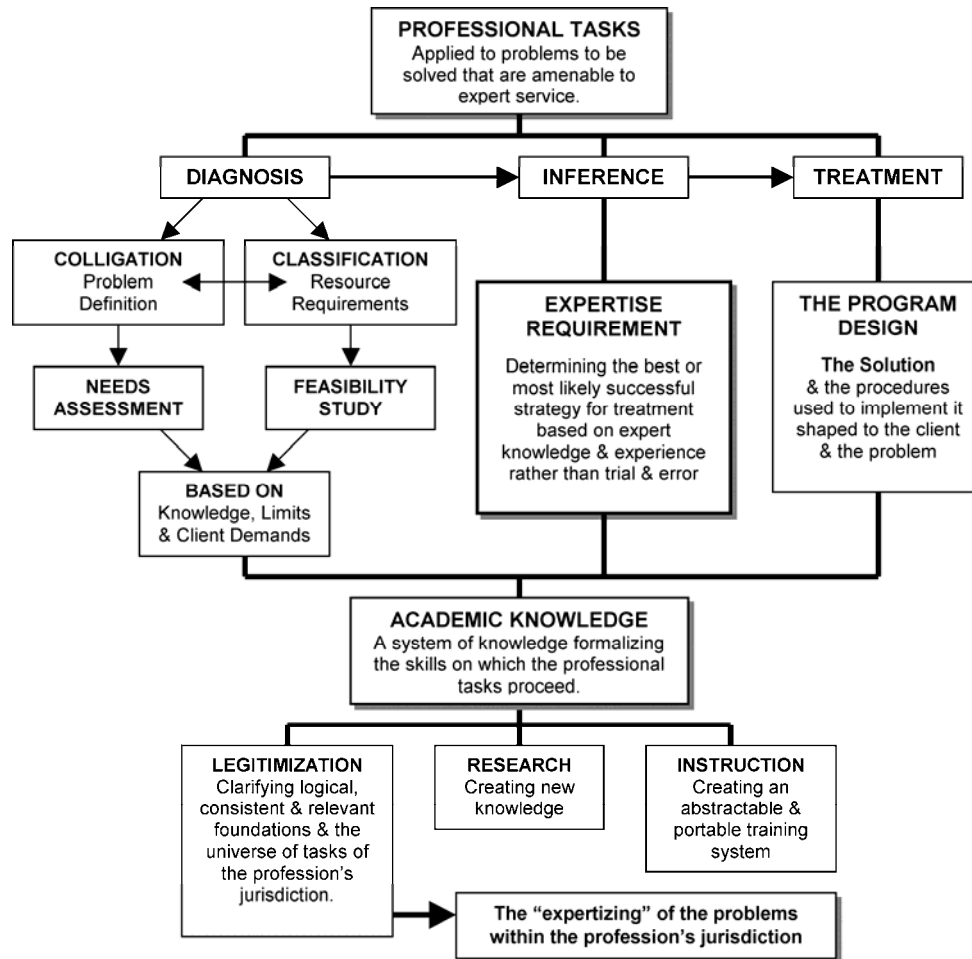
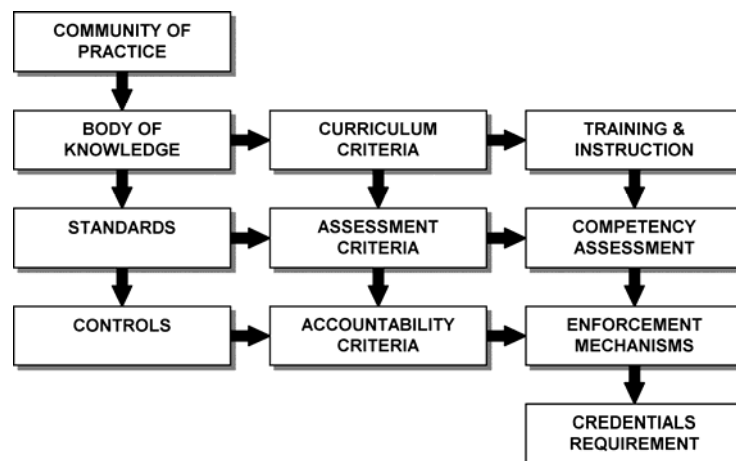


Figure 2. Process of Professionalization Model



Without academic credentials, private occupational certification credentials, or government-issued licensing as a requirement for practice, “professional” status is suspect and subject to degradation by the actions of untrained and inexperienced practitioners who are simply not aware of the scope of what needs to be learned in order to be qualified to work in this profession, as well as the legal and ethical responsibilities associated with such endeavors. As event management and event risk management consultant William J. O’Toole reports, “The event industry is perhaps the only industry that allows anyone to work, be in charge of up to 100,000 people, volunteers and staff in a public area, without any type of proof of their competency.”

The statutory requirement for credentials (academic, certification, or licensing) may never take place, but the marketplace will eventually mandate them in some form. Internal regulation, external validation, and perhaps external regulation will increase in importance as globally harmonized standards of quality and best practice are sought for conformity assessment. “These standards will encompass the specialized skill sets, a common vocabulary, assessment and accountability measures, and agreed-to ethical principles. These standards will form the basis for standardized academic curricula, and they will likely eventually be adopted by governments throughout the world as the basis for legislation and enforceable regulations with which they can protect the public health and safety.” (Silvers, 2004, p. 427)

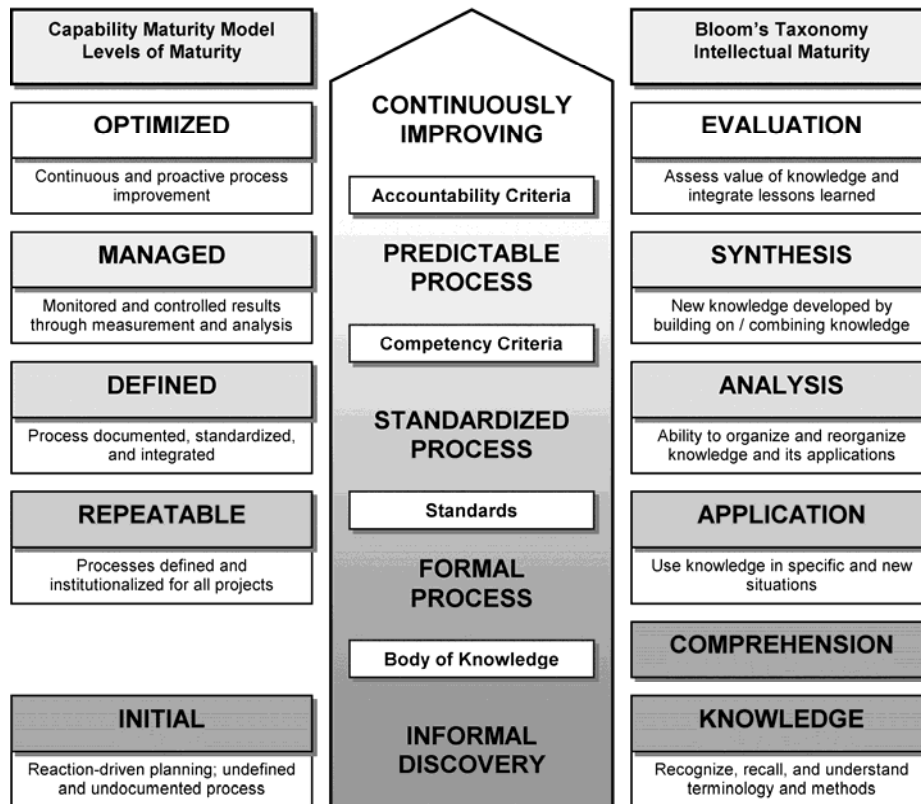
Standards that may be used as the foundation for conformity assessments, which balance regulated public protection and heightened competition, are increasing in importance throughout the world as a basis for facilitating international trade. Organizations such as the International Organization for Standardization (ISO) have established standards and processes whereby a product, process, or service is evaluated against specified requirements. ISO 9000 standards, specifying effective quality management systems for both manufacturing and service industries, are employed in approximately 350,000 organizations in more than 150 countries (searchcio.techtarget.com).

Conformity assessment measures the level of a performing organization’s system maturity. The maturity of event management as a profession (and the sum of its performing organizations) is, as yet, informal and inconsistent. Using the Capability Maturity Model (CMM), developed by the Software Engineering Institute of Carnegie Mellon University at the request of the U.S. government as a method for assessing the capabilities of Department of Defense contractors, the maturity of the industry is still immature and fragmented. Comparing the levels of the CMM with the levels of intellectual behavior specified in Bloom’s Taxonomy, as illustrated in Figure 3, the hierarchy of maturity for performing organizations and individuals is practically parallel.

It must be emphasized that these levels relate to the processes and procedures rather than the creative product that results. And it must be remembered that just because an event was successful does not prove it was well managed. The processes that were employed may or may not be repeatable or capable of being transmitted to others or transposed to a different project. It is the process that must be quantified and will be measured within a conformity assessment. For event management to attain the status as a true profession a body of knowledge must be established; an agreed-upon scope of skill competencies necessary for one to be considered qualified to practice must be

identified; a reliable system of formal knowledge and its transmission must be created; a consistent method for measuring competency must be devised; and an equitable system of accountability must be developed. Only then will this occupation warrant an exclusive jurisdiction based on expert knowledge and experience — a legitimate profession.

Figure 3. Maturity Models



THE SCOPE OF AN EVENT MANAGEMENT PROFESSION

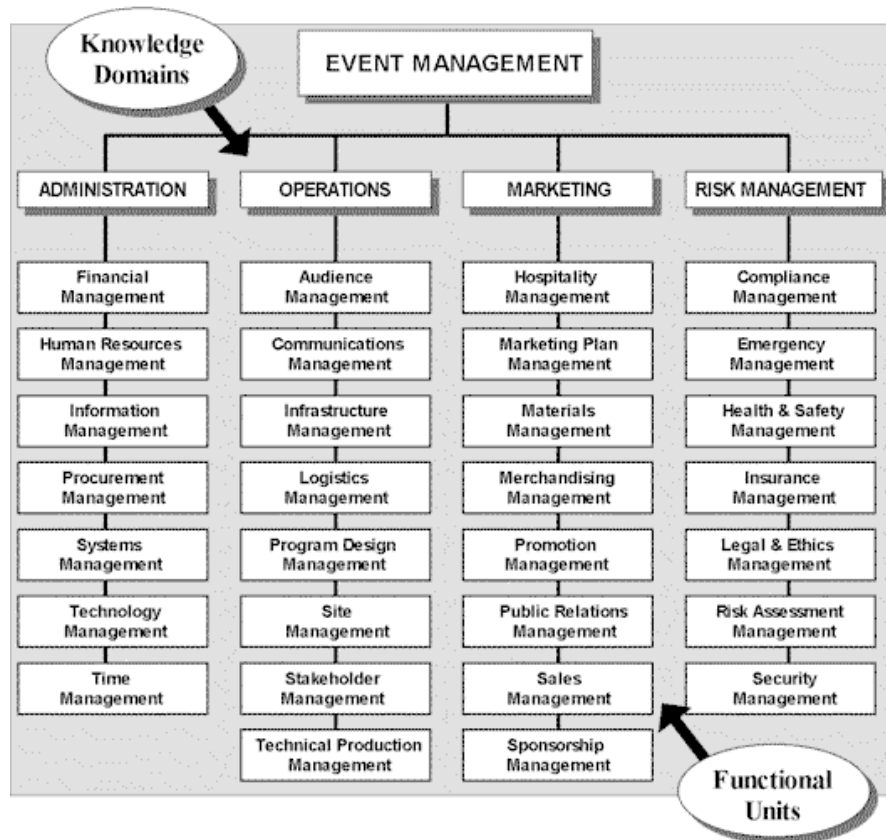
Event management encompasses a multitude of types of events. Although the industry has delineated itself into various categories such as Meetings, Incentives, Conventions and Exhibitions (MICE) or Meetings, Events, Conventions and Expositions (MECE), the Convention Industry, the Hospitality and Tourism Industry, the Special Events Industry, the Sports Event Industry, and others (as evidenced by the number of professional associations), they all represent the planning and production of an event that brings people together at a particular time, in a particular place, for a particular purpose. The event genres that may be considered as falling within the event management profession for the purposes of this discussion are illustrated in Table 1.

Table 1. Event Management Genre

Business & Corporate Events	Any event that supports business objectives, including management functions, corporate communications, training, marketing, incentives, employee relations, and customer relations, scheduled alone or in conjunction with other events.
Cause-Related & Fundraising Events	An event created by or for a charitable or cause-related group for the purpose of attracting revenue, support, and/or awareness, scheduled alone or in conjunction with other events.
Exhibitions, Expositions & Fairs	An event bringing buyers and sellers and interested persons together to view and/or sell products, services, and other resources to a specific industry or the general public, scheduled alone or in conjunction with other events.
Entertainment & Leisure Events	A one-time or periodic, free or ticketed performance or exhibition event created for entertainment purposes, scheduled alone or in conjunction with other events.
Festivals	A cultural celebration, either secular or religious, created by and/or for the public, scheduled alone or in conjunction with other events. (Many festivals include bringing buyer and seller together in a festive atmosphere.)
Government & Civic Events	An event comprised of or created by or for political parties, communities, or municipal or national government entities, scheduled alone or in conjunction with other events.
Marketing Events	A commerce-oriented event to facilitate bringing buyer and seller together or to create awareness of a commercial product or service, scheduled alone or in conjunction with other events.
Meeting & Convention Events	The assembly of people for the purpose of exchanging information, debate or discussion, consensus or decisions, education, and relationship building, scheduled alone or in conjunction with other events.
Social/Life-Cycle Events	A private event, by invitation only, celebrating or commemorating a cultural, religious, communal, societal, or life-cycle occasion, scheduled alone or in conjunction with other events.
Sports Events	A spectator or participatory event involving recreational or competitive sport activities, scheduled alone or in conjunction with other events.

THE PROPOSED KNOWLEDGE DOMAIN STRUCTURE

Professional knowledge, which consists of technical knowledge, specialized skills, and ethical standards used to function within a professional jurisdiction, must be transformed into formal knowledge systems combined with experiential or situational knowledge systems. The proposed knowledge domain structure, as illustrated in Figure 4, captures and makes explicit the scope of this knowledge system, and provides a taxonomy for incorporating additional expertise, experience, and transferred knowledge and applications.

Figure 4. Event Management Knowledge Domain Structure

The Analytical Methodology Employed

The proposed knowledge domain structure was developed through a comparative analysis of the competency domain outlines of event industry certification programs; national skills standards and vocational qualifications from the United States, Canada, the United Kingdom, Australia, and South Africa; the curricula and skill standards from several academic institutions; and the topics covered in industry-related books. The process included the following steps.

1. Review of the competency blueprints (domain outlines) of the certification programs for Certified Special Events Professional (CSEP) and Certified Meeting Professional (CMP), and the core curriculum for the Association for Convention Operations Management (ACOM) because these are promulgated by practitioner associations as the functional areas of responsibility for most event management professionals in a broad variety of event genres.

It should be noted that the competency domains from the certification and other programs of other industry associations throughout the world should be incorporated into future review and ratification.

2. Review of the national vocational qualifications (NVQs) and skill standards from the United States (the SCANS Skills), Canada, the United Kingdom, Australia, and South Africa because these have been adopted by governments as the core requirements for credentialing and training programs at various levels of qualification.

3. Review of the syllabi for The George Washington University Event Management Program, the DACUMS conducted by Johnson & Wales University and the American Rental Association, and the Meeting Professional Cluster Skill Standards from the Illinois Occupational Skill Standards and Credentialing Council because these identify the current scope of topics focused on in academic and professional development programs.
4. Review of books on event and meeting management published in the United States, Canada, Australia, and the United Kingdom because these illustrate the scope of what has been explicitly captured as part of the body of knowledge for the industry. (See Appendix for the complete listing.)
5. These competencies and functions were compared with the Project Management Body of Knowledge (PMBOK, 2000) and the Working Report for Global Performance Based Standards for Project Management Personnel (2003) because project management as a discipline is the most closely aligned with the functional application of event management.
6. A body of knowledge taxonomy was created as a common framework to serve as a tool for study and analysis, and to instigate a multi-national and multi-disciplinary dialogue (see Tables 2 through 5).

At this stage the knowledge domain structure represents a simple mapping of concepts. Concept mapping rather than counting references or text analysis is necessary because an understanding of the scope of applications and implications of each topic is required to properly structure the taxonomy. It is not practical to numerically quantify the units or topics contained in the various blueprints, guides, and texts because, as yet, standard units and terminology have not been adopted by the industry as a whole. This initial taxonomy will serve as a platform that will enable expert participants, from a variety of disciplines around the world, to continue its refinement and develop a shared understanding and interaction.

Many of the units and topics represent a specific specialization, discipline, or its own distinct industry, with its own body of knowledge and credentials, some requiring specific licenses in many jurisdictions, with which the event manager must interact or subcontract in order to plan and produce an event. Catering management, traffic management, and emergency management, for example, may all be included within the scope of an event, and all are distinct professions with their own expertise criteria, curricula, and credentials.

Table 2. The Silvers Taxonomy of the Administration Knowledge Domain

UNITS	TOPICS		
Financial Management	Accounting/Auditing Asset Management Bid Preparation Budget Development Business Plans Cash Flow Cash Handling Procedures Change Controls	Cost/Benefit Analysis Cost Controls Cost Estimating Credit Policies Economic Impact Financial Reporting Fixed/Variable Costs Foreign Currency	Inventory Control Investments Payables & Receivables Pricing Structures Profit Objectives Purchasing Controls Rate Negotiation Resource Definition
Human Resources Management	Behavior Policies Benefits Management Conflict Resolution Discipline Employment Regulations Hiring/Induction Job Analysis Job Descriptions Labor Relations Leadership	Motivation Organizational Structure Orientation Paid Staff/Employees Payroll Management Performance Evaluation Professional Development Recognition Programs Recruitment Seasonal Staffing	Succession Planning Supervision Team Building Temporary/Casual Labor Temporary Staffing Termination Training Uniforms Union Labor Volunteers
Information Management	Briefings/Debriefings Communication Equipment Communication Planning Communication Protocols Confidentiality Agreements Database Management Documentation Procedures	Document Design Evaluation/Analysis Feedback Systems Information Acquisition Information Asset Protection Information Distribution Intelligence Gathering	Lead Retrieval Systems Library/Archives Monitoring & Reporting Presentations Photography/Videography Privacy Policies Record Keeping Procedures
Procurement Management	Bid Solicitation Change Controls Contract Management Performance Evaluation	Procurement Policies Purchasing Procedures Quality Control Reimbursement Policies	RFPs/Briefs Specifications Definition Source Definition Source Selection
Systems Management	Bookkeeping Systems Change Control Systems Communication Systems Database Systems Decision Making Systems Document Generation	Governance Integration Management Inventory Systems Knowledge Management Maintenance Systems	Procedural Manuals Purchasing Systems Reservation/Booking Systems Routing Systems Security Systems
Technology Management	Computers Digital Electronics Email & Voice Mail	Internet/Intranets Office Equipment Telecommunications	Video Web-based Wireless
Time Management	Activity Definition Activity Sequencing Change Controls Critical Path Analysis	Deadline Definitions Duration Estimation Gantt Charts Planning Tempo Production Schedules	Program Agendas Running Order Schedule Control Schedule Development Time Lines

Table 3. The Silvers Taxonomy of the Operations Knowledge Domain

UNITS	TOPICS		
Audience Management	Access Controls Admission Controls Admission Systems Arrival/Departure Modes Credentialing Systems Crowd Management	Group Movements Guest Relations Housing Systems Manifests Pedestrian Traffic Flow Protocol Requirements	Queue Management Registration Systems Seating Systems Ticketing System Ushering Systems
Communications Management	Announcement Protocols Briefings/Debriefings Channel Distribution Command & Control Communication Equipment Contact Lists	Delegation Event Orders External Connectivity Guiding/Coaching Interpreter Services Notifications	On-site Communications Production Book Public Address Systems Scoring Systems Translation Services Verification Documentation
Infrastructure Management	Emergency Services Gas Services Handicap Services Housekeeping/Maintenance HVAC Systems Lighting Systems Medical Services	Parking Participant Equipment Power Services Power Distribution Recycling Seating Sewage Services	Shipping Services Telecommunications Traffic Transportation Utilities Usage Fees Waste Management Water
Logistics Management	Action Plans Ceremonial Protocol Checklists Contractor Coordination Dismantling Installation Loading Dock Management	Move-in/Move-out Precedence Order Replenishing Requirements Definition Running Order Scope Definition Staging/Marshalling	Task Analysis Task Assignment Task Identification Task Interdependence Task Monitoring Terminology Agreement
Program Design Management	Activities Alcohol Management Ancillary Tours Catering Management Celebrities/Performers Certification Requirements Children's Programs	Companion Programs Competitions Educational Objectives Entertainment Management Event Components Exhibits Feasibility Analysis	Gap Analysis Learning Environments Needs Assessment Speakers/Participants Sport/Recreational Activities SWOT Analysis Theme Development
Site Management	Ceremonial Equipment Décor Environmental Controls Equipment Rentals Furnishings Maps	Mobile Facilities Perimeter Controls Signage Site Development Site Inspection Criteria Site Plans/Diagrams	Site Selection Criteria Site Selection/Contracting Staging Equipment Storage Temporary Structures Tenting
Stakeholder Management	Accountability Authenticity Client Management Committees Constituents Cultural Differences	Economic Objectives Facility Personnel Government Host Community Media Military Officials & Authorities	Participants Political Objectives Prioritized Objectives Protocol Management Tourism/Convention Bureaus
Technical Production Management	Audiovisual Services Entertainment Equipment Equipment Rentals Lighting Equipment Multi-Media	Performer Equipment Projection Systems Pyrotechnics Sound Distribution Sound Equipment	Special Effects Stage Configurations Staging Requirements Technical Producers Technical Rehearsals Technicians/Engineers

Table 4. The Silvers Taxonomy of the Marketing Knowledge Domain

UNITS	TOPICS		
Hospitality Management	Catering Ceremonial Equipment Client Entertainment Dressing Rooms	Guest Services Gifts/Amenities Housing Services Lounge Facilities	Ready Rooms Reception Areas Sponsor Benefits VIP Services
Marketing Plan Management	Branding Requirements Customer Intelligence Customer Needs/Benefits Customer Relationships Database Building Demographics Differentiation Image Enhancement	Loyalty/Affinity Programs Marketing Objectives Market Research Market Segmentation Marketing Mediums Marketing Messages Niche Marketing Positioning	Product Definition Product Pricing Psychographics Retention Marketing ROI Evaluation Schedule Definition Situation Analysis Strategic Marketing Target Market Definition
Materials Management	Advertising Specialties Awards/Prizes Badges/Passes/Credentials Brochures Coupons Distribution	Flyers Forms Invitations Media Kits Newsletters Posters	Printing Production Printing Specifications Programs Registration Packets Tickets Videos/CD ROMs/DVDs
Merchandising Management	Brand Management Collectables Commemoratives Concessions	Customer Service Display Distribution Licensing	Logo Wear Manufacture Packaging Souvenirs
Promotion Management	Advertising Broadcasting Ceremonies Contests/Sweepstakes Couponing Cross Promotions Direct Mail Displays	FAM Tours Giveaways Internal/External Internet/Intranet Logo Management Media Tie-ins Narrowcasting Networking	Product Demonstrations Product Sampling Proof of Purchase Discounts Sales Promotions Special Appearances Stunts Trade Show Participation Web-based
Public Relations Management	Disaster Recovery Disaster Response Media Conferences Media Contact Lists	Media Kits Media Previews Media Relations Media Releases	Photo Opportunities Publication Articles Requests for Coverage Spokespersons
Sales Management	Box Office Operations Cash Handling Procedures Concession Sales Coupon Redemption	Merchandise Sales Proposal Delivery Proposal Development Proposal Packaging	Sales Techniques Sponsorship Sales Ticketing Operations Web-based Sales
Sponsorship Management	Benefits Delivery Benefits Packaging Commercial Sponsorship Cross Promotions Donor & Patron Gifts	Grants & Underwriting Image Management In-kind Donations Selling Sponsorships Servicing Sponsors	Solicitation Proposals Sponsorship Kits Target Definition Target Solicitation

Table 5. The Silvers Taxonomy of the Risk Management Knowledge Domain

UNITS	TOPICS		
Compliance Management	Accessibility (ADA) Alcohol/Liquor Laws Antitrust Laws Assembly Occupancy Codes & Regulations Consent Forms Environmental Protection Exemptions	Fire Safety Food Service Codes Intellectual Property Licenses Merchandise Licensing Music Licensing Permits	Releases Safety Inspections Sanctioning Bodies Special Effects Codes Union Jurisdictions Waivers Work Permits/Visas
Emergency Management	Audience Preparation Civil Disorder Command Structure Communications Plan Crowd Control Disaster Preparedness Earthquake Evacuations Fire	Flood Hazardous Materials Medical Services Mutual Aid Agreements Power Loss Response Accessibility Response Equipment Response Services Severe Weather	Shutdown Procedures Spokespersons Terrorism Threat Assessment Training & Drills Transportation Incident Triage Vehicles & Equipment Warning Systems
Health & Safety Management	Chemical Hazards Equipment Training Fall Protection Fire Safety Systems Infectious Materials Lighting/Visibility	Manual Handling Procedures Noise Levels Occupational Hazards OSH Requirements Pollution Protective Equipment	Safety Meetings Sanitation Systems Slip & Trip Hazards Structural Integrity Waste Management
Insurance Management	Additionally Insured Business Insurance Cancellation Certificates of Insurance Contractually Required	Errors & Omissions Event-Specific Insurance Income Loss Legal Requirements Liability Exposures	Liquor Liability Negligence/Liability Property Loss/Damage Workers Compensation
Legal & Ethics Management	Anti-Discrimination Laws Attrition/Cancellation Behavior Policies Confidentiality Contract Execution Contract Management Contract Negotiation Dispute Resolution Employment Laws	Equal Opportunity Policies Fraud Freedom of Information Act Fundraising Laws Gift Acceptance Policies Liquor Laws Not-for-Profit Laws Perquisites	Privacy Laws Public Assembly Laws Public Safety Laws Statutory Compliance Taxation Laws Terms & Conditions Traffic/Transport Laws Zoning Laws
Risk Assessment Management	Cause/Effect Analysis Contingency Plans Crisis Plans Decision Tree Documentation Fault Tree Analysis Hazard Mapping Incident Reporting Influence Diagram	Prevention Plans Probability/Severity Analysis Residual/Secondary Risk Response Planning Risk Analysis Risk Avoidance Risk Control Risk Diffusion Risk Documentation	Risk Fields Risk Identification Risk Mitigation Risk Monitoring Risk Resilience Risk Retention Risk Transference Scenario Exercise Walk-Through Inspections
Security Management	Access Control Briefings Command Center Communications Contracted Personnel Credentials Crime Deterrence Crowd Control Deployment	Detection Sweeps Emergency Assistance Equipment Escorting Guarding Incident Reporting Incident Response Inspections Law Enforcement	Peer Security Personal/VIP Protection Private Security Personnel Property Protection Stewarding Surveillance Vehicles Volunteer Personnel

THE USES OF THE DOMAIN STRUCTURE

The proposed domain structure will serve numerous purposes and uses, not the least of which is the illustration of the scope and complexity of this profession to internal and external constituents and stakeholders, current and future practitioners, and allied and supplier industries, thereby increasing respect and reverence for the profession and legitimizing and “expertizing” the function of event management. Other academic, commercial, and private uses include but are not limited to:

- Academic curriculum development
- Academic research topics
- Content scope for academic and professional publications
- Areas of industry specialization
- Functional organizational structure for event committees or departments
- Event management software development
- Event management procedural guidelines and checklists for industry practitioners
- Skill standards and accepted practices development (APEX and others)
- Mutual recognition of industry qualifications and certifications (career mobility)
- Licensing by national, state, and local governments
- Training and professional development programs and products

The establishment of an Event Management Body of Knowledge (EMBOK), through this domain structure as the foundation, may influence all levels of academic and professional development programming (formal, association, and informal), research, publications, credentialing, product development, specialization, assessment criteria, and many other outcomes. As usual, once a tool is available, its uses expand beyond its originally conceived purpose.

THE PATH TOWARDS A GLOBAL FRAMEWORK OF STANDARDS FOR EVENT MANAGEMENT

Further development, improvement, expansion, and ratification of the domain structure depends on the review and input of a broad variety of industry practitioners, experts, certification bodies, and academicians from the full spectrum of event genres and industries. The path suggested includes the following strategies.

- Publish the Event Management Knowledge Domain Structure and related Taxonomies on a globally accessible, web-based platform, and seek international and multi-disciplinary comment.
 This has been initiated (see <http://www.juliasilvers.com/embok.htm> for The Event Management Body of Knowledge Project), and has been directly promoted electronically to more than 3,000 industry professionals.
- Seek involvement and “buy-in” from major national and international associations representing the communities of practice, to include, among others, the Convention Industry Council (CIC), the International Festivals & Events Association (IFEA), the Society of Incentive & Travel Executives (SITE), the National Association of Catering Executives (NACE), the International Association of Exhibition Managers (IAEM), and the International Congress & Convention Association (ICCA).

- Convene a conference of global opinion leaders and experts in event management, significant contributors to the development of the event management body of knowledge, educators from industry associations and academic institutions, leaders from industry organizations, and representatives from agencies that are stakeholders in events for the purpose of establishing an EMBOK International Committee to create and pursue an agenda to map, define, and align current event management standards consistent with the needs of a global event management environment.

It is important to note that the EMBOK International Committee must be an entity independent of any one existing organization to eliminate any perception of a discipline-specific, nation-specific, or association-specific affiliation of the EMBOK Standards.

CONCLUSION

Considering the fact that the “profession” of event management spans such a variety of event genre and disciplines, the development of a multi-disciplinary-validated body of knowledge will set the stage for development of practice standards that will lead to the legitimacy of event management as a true profession, as well as create a platform for curriculum development, competency assessment for employers, and career mobility for practitioners.

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APPENDIX

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