

# 3

# Blending Project and Meeting Management

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## Main Topics

- Personnel Roles in Project Management
- Project Management as a Process
- Project Management Knowledge Areas

## Learner Outcomes

Upon the completion of this chapter, the student should be able to:

1. Compare and contrast the major roles in a project management-based organization.
2. Identify the project management process groups and knowledge areas.
3. Differentiate the appropriate responses for a project threat.
4. Differentiate the appropriate responses for a project opportunity.
5. Describe the differences between the meeting planning role, meeting/project manager role, and meeting/program manager role.

## CMP INTERNATIONAL STANDARDS

**Domain A.** Strategic Planning

**Skill 1.** Manage Strategic Plan for Meeting or Event  
**SubSkill.** 1.05

**Skill 2.** Develop Sustainability Plan for Meeting or Event  
**SubSkills.** 2.01, 2.02

**Domain B.** Project Management

**Skill 4.** Plan Meeting or Event Project  
**SubSkills.** 4.01, 4.02, 4.05

**Skill 5.** Manage Meeting or Event Project  
**SubSkill.** 5.01

**Domain C.** Risk Management

**Skill 6.** Manage Risk Management Plan  
**SubSkills.** 6.01, 6.02

**Domain F.** Stakeholder Management

**Skill 13.** Manage Stakeholder Relationships  
**SubSkill.** 13.01

## key points

### Important Definitions

- Project—A temporary and unique product, service, or initiative. From the perspective of the meetings industry, a project could be any meeting or event.
- Project management—The process of planning, organizing, directing, and controlling resources for a project.



**Project management (PM)** is a business tool, process, and career path. Based on the systems theory of organizational structure (“The Center,” 2014), PM provides a roadmap for collaboration, communication, and action across the organization for successful **project** development, implementation, and evaluation. “Project,” in this context, could be an item, a collection of items, an activity, or even an initiative. **Project managers** lead a **project team** and work in health care, manufacturing, government, insurance, higher education, construction, information technology, and many other fields. Virtually any enterprise of sufficient size can utilize the expertise of a project manager.

In comparison to the meetings industry, which has a significant historical presence, PM is relatively new and is used primarily as a tool and formal process to enhance meeting success. Worldwide, the premiere organization for PM is the Project Management Institute (PMI); it has published a text on PM principles, techniques, and tools, known as the *Project Management Body of Knowledge (PMBOK® Guide, 2013)*. PMI also provides numerous conferences for professional development and certifications for aspiring and current project managers.

In some cases, a meeting professional serves as project manager, but that is not true for all meetings. The meeting professional in an association, for instance, might rely on a volunteer planning committee, i.e., key external stakeholders, for the annual meeting and convention, while the project manager organizes the various department managers, i.e., key internal stakeholders, who have a significant investment in the meeting’s success. The purchasing (or procurement), accounting, membership, public relations and/or marketing, human resources, travel, and risk management departments for the association would have a significant investment of time, employees, and other resources.

## Personnel Roles in Project Management

Project managers utilize various tools and techniques to accomplish project goals and objectives. A key responsibility is to lead the project team, usually consisting of other department managers who have direct influence on project success. The project manager is responsible for aligning the strategic project outcomes with those set by the various departments, and must ensure those outcomes align with the organization’s mission and goals. When the enterprise is large enough, multiple project managers work for a **program manager**, who oversees many activities that fit into a specific domain, e.g., multiple meetings held around the country for regional chapters of an association, or sales meetings held in multiple locations for the large enterprise. The **portfolio manager** is next in this business hierarchy, where a specific manager oversees multiple programs and projects that seem independent, yet are connected by their role in fulfilling an organization’s goals.

For example, in a large university, a strategic goal might be to foster inclusiveness, as well as diverse opinions and knowledge. The portfolio could include a project in student affairs that encourages international students to network with their local hosts, a program from the chief diversity officer that helps train professors on inclusiveness techniques, and a review of events across campus that have a variety of participants, e.g., homecoming.

In the meetings industry, PCMA might have a strategic goal of establishing itself as a premier meetings organization in higher education. A project for that goal would be the development of this book. Another project would be the development of partnerships with universities offering meeting-management degree programs. Additionally, the Convening Leaders meeting each January could be added to the portfolio as well as various member services. The portfolio manager evaluates the various initiatives and determines if the initiatives are taking PCMA in the right direction for achieving this strategic goal.

Enterprises are characterized by infinite variety so a strict description of terms like “meeting professional” or “project manager” is difficult. Since the PM discipline evolved from different fields (e.g., engineering) than the meetings industry (the health care field was an early adopter of meeting management principles), the roles and tools that each discipline uses have unique titles but overlap in function. Depending on the size of the organization, a meeting professional could supervise multiple meeting professionals or have a “hands-on” function in the project. In this case, the meeting professional does not hold the same position as a project manager. In other words, a meeting professional could be the equivalent of a portfolio, program, or project manager (see Figure 3.1). On one end of the spectrum, someone is handling logistical planning, e.g., blocking hotel rooms, while another person handles policy development, e.g., creating internal policy that guides purchasing decisions. In the small organization, this could be one person.



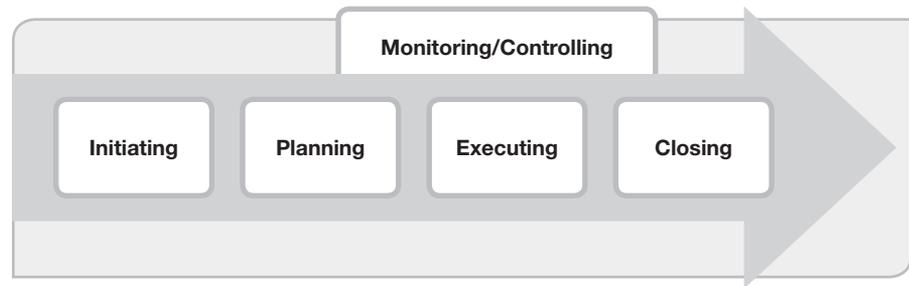
**FIGURE 3.1** Meeting Planners, Project Managers, and Program Managers The definitions for some terms in this chapter are not universally accepted, but the definitions do provide one perspective on project management and how it relates to the meetings industry.

## Project Management as a Process

When an enterprise uses the principles of PM, the process flows across the project’s lifecycle. The basic structure of the lifecycle is: starting, planning, doing, and ending. During all points of the project’s lifecycle, the project manager can use tools and techniques from the five process groups: initiating, planning, executing, monitoring/controlling, and closing. These process groups each have predictable

### FIGURE 3.2 Project Management as a Process

The Project Management Institute has been instrumental in defining project management terms and suggesting best practices for the industry since 1969 (PMI, 2014).



time frames, but do not occur in a clear, consecutive order. PM is an iterative process. Often changes in the project, anticipated or not, cause shifts in tasks, timelines, or budgets. These changes require the project manager to re-evaluate all of the plans and implement new items. The PM process will identify a critical path of necessary tasks for project completion, which guides the project team throughout the project's lifecycle (see Figure 3.2).

#### INITIATING

In the initiating process, the organization must make a decision on the basis of incomplete data. Budget information will be estimated and quite brief. Attendance for the meeting will be estimated, based on either previous meetings that are similar or a needs analysis. PM decisions are made on the basis of facts, but in the initiating phase, those facts are fluid. The key decision made in the initiating phase is whether the meeting will occur. In this phase, the project manager develops the **project charter**, which includes basic information about the project and leads to a decision. A positive decision authorizes the project manager to commit various organizational resources to the project.

#### PLANNING

Once a positive decision has been made, the planning process begins. The project manager develops the PM plan in this phase, and defines the project scope. The scope indicates what the project is, as well as what the project is not. This scope definition is imperative when the organization monitors and controls project-associated tasks. To protect valuable resources dedicated to the project, the project manager must avoid **scope creep**. Scope creep occurs when additional tasks are added to a project's plan that would result in unrelated outcomes.

An example will illustrate the concept of scope creep. A non-profit association decides to host a meeting that offers training in new Environmental Protection Agency (EPA) standards for a specific industry. The EPA will provide speakers for this event at no cost to the association. The association, though, relies on memberships to achieve its mission; therefore, the board of directors decides to use the meeting as a membership recruitment forum. Besides some ethical concerns for the EPA, which is not in the habit of endorsing one association over another, the membership drive constitutes scope creep for the project.

## EXECUTING

The executing process illustrates a difference of perspective between project and meeting professionals. For the meetings industry, planning occurs constantly from the initiating phase all of the way to holding the meeting, which would be considered the executing phase. However, a project manager would consider the planning phase as strictly preparing to execute. When contracts are signed, tasks are completed (e.g., creating a website to promote the event), and costs are encountered, the project manager is in the executing phase of the project. Differences do exist between the meeting professional's perspective of the project's lifecycle and the project manager's perspective.

## MONITORING/CONTROLLING

The project manager and project team are given responsibility for monitoring and controlling resources throughout the life of the project. Monitoring includes the collection of data in order to determine the status of assigned tasks. Controlling includes making decisions and taking steps to meet the project deadline and budget limits, as necessary. Project managers make these decisions based on the facts accumulated, so communication is critical during the monitoring/controlling process. As mentioned previously, actions taken during this phase may result in a re-evaluation of the various plans (scope, time, and risk), updates in the documentation, and new tasks being created and assigned.

## CLOSING

Projects must be concluded, and the closing process is handled with the same attention to detail and data collection used throughout the previous processes. Closing for project managers is similar to the post-convention tasks encountered by meeting professionals, e.g., paying bills, thanking attendees, and conducting evaluations. In this phase, the project manager will find the **post-event report (PER)** provided by the Convention Industry Council (CIC) to be a helpful tool ("APEX Post-Event," 2005). The project manager would include a section known as "lessons learned," which explains unique aspects of the meeting and what the project team recommends for future meetings of this type.

## IDENTIFYING THE PROCESS GROUP

Since the project lifecycle is both unique to the project and fluid up to a point, members of the project team can find themselves in different phases of the lifecycle at different times (see Figure 3.3, p. 38). If the project team consists of managers from offices such as procurement, travel, risk, and member services, the procurement manager could be working on strategic contract negotiations with an accom-

### FIGURE 3.3 Project Management Team in Action

This photo represents a project management team working together while representing various units or departments in the organization.



modation provider, i.e., executing, while the director of member services is determining the appropriate type of speakers, i.e., planning, and the risk manager is waiting for more information so the process of determining response preferences to threats or opportunities can begin, i.e., initiating.

The project lifecycle phases, then, are defined in terms of which tasks occur, not in terms of when a phase begins and ends. The project manager communicates effectively with team members to monitor what tasks are necessary to project success, when they need to be started/concluded, and by whom they need to be done. Because PM has evolved to handle complex projects across many disciplines, the process is robust as well as flexible—the management process must fit the temporary and unique needs associated with a specific project. In this way, project management is a useful approach to organizing a complex meeting.

## Project Management Knowledge Areas

PMI has identified knowledge areas for its discipline, just as the meetings industry has done through the CIC's Certified Meeting Professional Standards (CMP-IS), which is used as a guide for the compilation of this text. Some of these knowledge areas overlap between the disciplines (see Figure 3.4). The knowledge areas for PM as defined by PMI are *integration, scope, time, cost, quality, human resource, communication, risk, procurement, and stakeholder management* (PMBOK®, 2013).

All of these areas have specific inputs (the information and/or resources required to complete tasks or documentation), tools, techniques, and outputs (plans and documentation). Each knowledge area uses basic business skills, as well. Setting objectives and key performance indicators are necessary steps the project team will complete across the knowledge areas.



**FIGURE 3.4** Project Management Knowledge Areas The project management discipline has identified 10 knowledge areas that define project management practice. This is an evolving discipline, so emerging knowledge areas are anticipated (PMBOK®, 2013).

Strategic management principles suggest that the project team will maximize the use of resources and outcomes. In other words, the project team must use critical analysis to determine if this application of resources is appropriate to the organization and preferred project outcomes, or if those same resources could be utilized more productively elsewhere.

### PROJECT INTEGRATION MANAGEMENT

Typically, a project begins with a project charter. This may be a formal process in some enterprises where a committee or enterprise leader makes a declaration that the project will be undertaken. This project charter authorizes the project manager to start the project and commit enterprise resources to the project. Resource limits may be set at this point, but they are usually preliminary estimates, rather than specific line items for budgeting purposes. The integration of resources across the enterprise is completed through the PM plan, which springs from the project charter.

### PROJECT SCOPE MANAGEMENT

The project manager will be required to define the project scope. This step is critical to successful project completion, because it helps set limits to resource commitment and utilizes project objectives to guide the project lifecycle phases. In the scope management area, the project team will create a **work breakdown structure (WBS)**, which identifies tasks and creates a framework for a timeline or schedule (which is found in Project Time Management) for each of the identified tasks. In addition, the WBS will suggest who will be responsible for task completion and in what order tasks have to be completed.

### PROJECT TIME MANAGEMENT

The project manager is responsible for developing the project schedule, which can be a complex endeavor. Once all key internal stakeholders have been identified, the project manager must determine when each

#### key points

##### Example of Task List for Work Breakdown Structure

- Registration
- Audiovisual
- Exhibition
- Marketing
- Risk management
- Onsite management



department needs resources, who is in charge of each task, which tasks are independent of others, and when tasks are co-dependent. All of this is charted carefully to maximize the application of enterprise resources, to minimize “down” times, and to complete the project on time.

An example illustrates this time management challenge. In a medium-size organization, the meetings department requests that employee travel plans be completed in the first week of July for the annual meeting scheduled in mid-August. The travel department, however, is on a retreat the first week of July. They inform the project manager, who consults the schedule and determines that the travel plans must be made earlier than originally requested. However, the key internal stakeholders are extremely busy during the last week of June and suggest the first week of that month as the target date for travel plans. The travel department concurs; the project manager communicates this information to the budget manager and other members of the project team. The accounting office must make adjustments to their system, since the new target date changes when the cost for travel is encumbered—from the next fiscal year (July through June) to the current fiscal year.

Common tools to analyze the schedule and any notable variations include (but are not limited to) the Gantt chart (named after an engineer and management consultant) and program evaluation and review technique (PERT). A website has been devoted to Gantt charts, and it explains that a Gantt chart identifies required tasks, and when they must be started and concluded to meet the project deadline. A simple Gantt chart can be created in Microsoft® Excel, but proprietary software for developing PM charts is available from numerous sources, as well.

The program evaluation and review technique (PERT), created by the US Navy in the 1950s, is used to convey relationships between tasks and how tasks are scheduled. The value of PERT charting is to assist in scheduling tasks when only some of the elements of the task are known. The project manager uses formulas for finding the expected amount of time spent on a task by estimating together the least amount of time, the most amount of time, and the probable amount of time each task will take. A notable event (though certainly not the most recent) to use PERT was the 1968 Winter Olympics in Grenoble, France. PERT was used extensively to plan, implement, and assess that project. Microsoft® provides an application, known as Visio, to create PERT charts with other online apps available for this charting process.

In a digital era, most project managers report to key personnel via an Intranet. When the reporting system contains multiple charts and graphs, the project manager typically creates a **dashboard**. This could be described as an elaborate, interactive table of contents.

The critical path method (CPM) is an essential process utilized by project managers. CPM is often discussed when PERT charts are

## key points

### Common Time Management Tools

- Gantt chart
- Program evaluation & review technique (PERT)
- Critical path method (CPM)



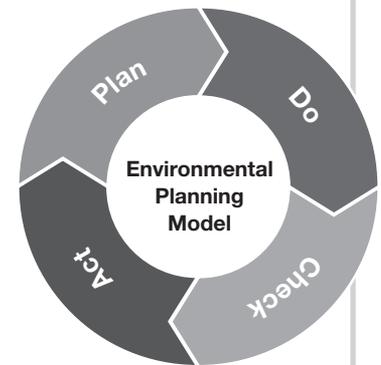


Sustainability requires the use of high-level project management skills at every stage of event planning, from initiation through implementation, monitoring, and closing. This graphic represents a classic “plan-do-check-act” environmental planning model. This model is applicable to every aspect of the meeting/event planning process, e.g., site selection, housing management, food and beverage, marketing, transportation, and exhibitor coordination. Ideally, sustainability should be integrated into the planning process and not perceived or managed as a separate activity. Meeting professionals should be encouraged to build economic, environmental, or social sustainability requirements into existing processes, e.g., templates and RFPs. Event sustainability also requires careful attention to scope, deadlines, cost, quality control, staff training and accountability, communication, risk management, procurement policies, and stakeholder management. Sustainable event management is increasingly being recognized as a vehicle for greening the supply chain and driving organizational change, as well. Onsite monitoring and post-event data collection and analysis are continuing challenges for individuals and organizations committed to sustainability. Fortunately, meeting professionals can choose from an increasing number of destinations, convention centers, hotels, caterers, and other industry suppliers who are able to provide clients with data on critical issues, e.g., waste diversion, water savings, energy consumption, carbon emissions, local purchasing, and social responsibility program outcomes. In addition, the migration from static documents to online project and event management software is allowing teams to more easily collaborate and be accountable for the necessary follow-up, documentation, and verification of sustainability performance.

—Deborah R. Popely

## SUSTAINABILITY

### *in* Practice



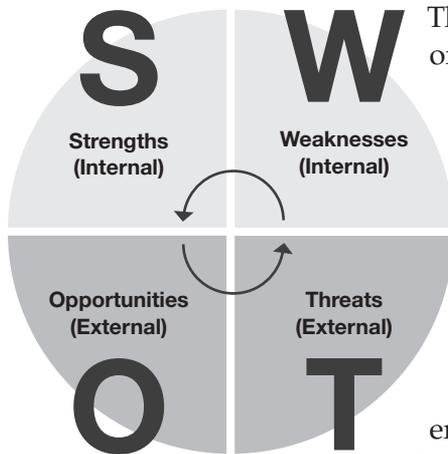
mentioned, although they are also applicable to Gantt charts. The CPM provides a timeline, the tasks, and their relationships, and may evolve as the project lifecycle advances. Tasks, in other words, can be altered, shifted in time, added, or subtracted. Schedule changes, though, should go through a formal process designed to provide documentation as to why, when, and how tasks shift.

## PROJECT COST MANAGEMENT

The concept of cost management goes beyond a simple budget. The project manager must follow contract obligations, accounts payable and receivable, and the timing of cash flow throughout the project's

lifecycle. While meeting professionals follow the budget limits, the project manager must monitor costs and revenue across multiple stakeholder groups and keep key internal stakeholders informed of any potential budget adjustments. While a meeting may exceed budget, the project manager would need to provide a sound rationale for this expenditure and items should not be a surprise to the project team.

### PROJECT QUALITY MANAGEMENT



**FIGURE 3.5** Elements of SWOT Analysis In a SWOT analysis, the strengths and weakness represent the current situation within an organization while the opportunities and threats are external to the organization.

The American Society of Quality (ASQ) suggests that quality in an organization is based on customer satisfaction (ASQ, 2014); the International Organization for Standardization concurs in its series of publications about quality management (ISO 9000, 2005). Since most project managers oversee a project that is intended for a specific customer, satisfaction with the project outcome is of paramount importance. This parallels meeting management, but the meeting professional has multiple “customers” for a specific meeting. Therefore, meeting professionals and project managers share a focus on quality management as a process. ASQ outlines these elements in the quality management process: customer focus, employee involvement (this could be stated more broadly as “stakeholder involvement”), process orientation, integration of departments across the enterprise, systematic and strategic techniques, continual improvement, fact-based decision making, and critical communication (ASQ, 2014).

### PROJECT HUMAN RESOURCE MANAGEMENT

The project manager is focused on a specific area in human resource management—choosing the project team and assigning tasks as needed to complete the project on time. Project managers often request specific people in the organization for the project team, which requires diplomatic skills and talent recognition. Further, the project manager may be called upon to review project team members, and these reviews are shared with the employee as well as the employee’s supervisor. The human resources office is responsible for other personnel services, such as benefits and salaries. The project manager, though, is responsible for knowing when an employee is necessary for project success and which employee may be best suited for the assigned tasks.

### PROJECT COMMUNICATION MANAGEMENT

The project manager concentrates on collaboration and excellent communication within the project team and with key stakeholders. This requires numerous communication delivery methods, including email, phone calls, oral presentations, and reports. Project managers rely on numerous tools to convey complex data. Since timing is significant in organizational management, the project manager must

quickly communicate costs and tasks, create contracts and schedules, and calculate status as needed throughout the project lifecycle.

## PROJECT RISK MANAGEMENT

The concept of risk is associated with negative and positive events that impact the project's critical path or outcome. Threats and opportunities are numerous in PM, and meetings have a unique set of potential risks. For risk management, the project team will identify risks in a SWOT analysis (strengths, weaknesses, opportunities, and threats) by at least three characteristics: probability, potential damage, and resource needs as determined by how the organization responds to the risk (see Figure 3.5). SWOT analysis was developed in the 1960s during analysis of Fortune 500 companies by Albert Humphrey and the Stanford Research Institute; the process focuses on project objectives and risks that may impact the accomplishment of those objectives. It requires objective evaluation of the organization's current situation and identification of predictable events that will, if they occur, utilize organizational resources.

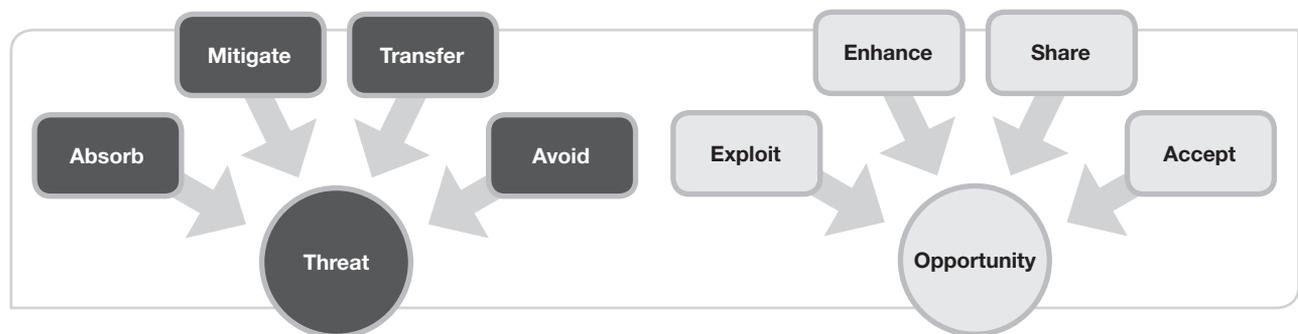
When a risk is categorized as a project threat, the organization has four possible responses: absorb the risk, mitigate the damage caused, transfer the damage to another party, or avoid the risk. When a risk is categorized as a project opportunity, the organization can exploit, enhance, share, or accept the risk (*PMBOK*®, 2013, pp. 344–346). The project manager is responsible for identifying potential risks, analyzing them, and making recommendations to the organization for possible responses and the potential outcomes (see Figure 3.6).

Threats to meeting success can be man-made or natural. They can be mild or catastrophic. While meetings have numerous potential threats, they also encounter opportunities that, if poorly managed, can be lost. An example will illustrate this point: Exposition A in the information technology (IT) industry hosts hundreds of exhibitors. Exposition B, hosted by a competitor, has been losing attendee numbers over the past five years, so the host cancels future expositions. This is an oppor-

### key points

#### Risk Characteristics

- Probability
- Potential damage
- Resource needs



**FIGURE 3.6** Possible Responses to Project Threats and Opportunities Risk analysis will identify both threats and opportunities to the project and will make recommendations for organizational response, should these risks actually occur.

tunity for the project team for Exposition A to respond strategically; e.g., contact potential exhibitors for the cancelled exposition with marketing materials for Exposition A, which is still an active project.

## PROJECT PROCUREMENT MANAGEMENT

Many organizations put procurement (or purchasing) in a specific department that not only manages day-to-day purchases and payments, but also sets policies for employees to follow. The project manager must know the policies. Procurement could set policies for travel, overnight accommodations, food, contract obligations, reimbursement processes and limits, as well as many other meeting-related resources. Part of the difficulty in procurement management is deciding when, how much, and from whom to purchase. The project manager will be responsible not only for following set policy, but also influencing policy development for the organization. Policy requirements can include any of the following and many more:

- Purchase all travel arrangements through an exclusive travel agency.
- Use tax exemption (for a non-profit association) on all allowable purchases. It is important to note that taxation exemptions are determined by local government agencies in some countries. The project manager must know the location taxation requirements as well as organizational policy.
- Provide receipts for all food purchases and provide verification of meals covered by registration fees.
- Use the lowest-priced hotel reserved by the meeting host instead of the most convenient hotel (often the “headquarters” hotel).

## PROJECT STAKEHOLDER MANAGEMENT

Two classifications of stakeholders are important to project managers when the project is a meeting: internal and external. Internal stakeholders are employees, some volunteers, and stockholders (When the company is a publicly held organization, the stockholder is a partial owner of the company). Project managers have various means to profile stakeholders, often based on interest in the project, influence on project success, and communication needs. The essential stakeholder group for project managers is the project team itself and most of the communication from the project manager will be with this group. The project manager will also focus on the organization’s leadership, as well as other human resources committed to the project.

External stakeholders are typically of more concern to the meeting professional than the project manager, if these are two separate groups. External stakeholders include exhibitors, suppliers, meeting attendees, potential customers of meeting artifacts (e.g., video recordings of sessions), and many other stakeholders (such as the media).

### key points

#### Classification of Stakeholders

- Internal
- External



You are a freelance project manager who negotiated a favorable contract to work with a government agency that is hosting a major three-day training meeting. In the contract, you agreed to performing “other necessary duties as requested” because a list of every task was not possible. You realized the agency had not planned or hosted large meetings, which is why they wanted a contract with you. Your contract was not based on hours worked but rather a flat fee, which was a concern. The meeting is just months away and you are being asked to perform basic office work that is not typical for a project manager; and now, they want you to be at the meeting. The hours worked are far more than expected. How will you handle your refusal to comply with these “other duties” and what might be the response? What kind of language would you need in future contracts to protect yourself?

## PROFESSIONAL DILEMMA

The project manager, though, is less likely to be in contact with these stakeholders, unlike the meeting professional, who often knows many of these stakeholders by name. Of course, this is not a universal description of roles; external stakeholder management may be a large part of the project manager’s responsibilities.

### EXPANDING AREAS OF MANAGEMENT

Two significant areas of concern for meeting professionals and project managers are supply chain management and change management.

**Supply chain management** Supply chain management is the global process of identifying project suppliers and their suppliers to track potential threats and opportunities in the chain. If the food and beverage supplier for a meeting, for instance, is experiencing problems with weather-related shortages for certain foods, adjusting the meeting’s menus would be prudent. The meeting professional could wait for the supplier to broach this topic or be proactive and avoid the threat to a successful meeting. At times, knowing what supplies are plentiful in the chain and what supplies might experience delays, shortages, or price hikes can make a significant difference in budget management. According to *Supply Chain Management Review*, changes in recent years in the global economy have led to significant alterations in how companies select suppliers and which suppliers they select: “In order to source from China, an intermediary is hired (in Europe, probably known well, or in China, certainly less well known) who deals with an unknown supplier. The more global the supply chain becomes, and the more intermediaries between your company and the original supplier, the less you know about the quality of that component. Trust is diminished” (Craig & McNamara, 2014, para. 5). Consumer protection laws vary by country, so a thorough investigation of the supply chain and making adjustments as necessary could influence customer satisfaction significantly.

### key points

#### Areas of Concern

- Supply chain management
- Change management



**Change management** Change management is a process focused on people; it addresses how people will be managed when change is imminent, while change is implemented, and after a change has occurred, but requires reinforcement. Prosci, a company dedicated to helping organizations with change management, identifies senior leadership, managers and supervisors, the project team, and other employees as distinct groups in the organization who will have different reactions to announced change. When a meeting is either the catalyst for change or the outcome of it, change management principles and techniques can make the process more successful and rewarding for the employees involved (Prosci, 2014).

## SUMMARY

Project management is often referenced as a business process that plans, implements, monitors, and closes a temporary and unique undertaking. As such, PM is successfully applied to the meetings industry. However, “project manager” and “meeting professional” are not interchangeable terms. The differential element is what, precisely, the project or meeting professional accomplishes for the organization and project success. Many elements commonly assigned to the project manager—from developing the scope to following the critical path—will also serve the meetings industry. Differences between these two approaches to managing a temporary project—like a meeting—do exist. PM, though, is a preferred process in businesses around the globe. Learning PM skills will be an essential professional development focus for the entry-level meeting professional.

## KEY WORDS

dashboard	project management (PM)
portfolio manager	project manager
<i>post-event report (PER)</i>	project team
program manager	scope creep
project	work breakdown structure (WBS)
project charter	

## DISCUSSION QUESTIONS

1. What are the potential advantages when an organization can ask a meeting professional to serve as project manager?
2. What are the potential advantages when an organization has both a meeting professional and a project manager?
3. What is scope creep? Provide an example.
4. What is global supply chain management and how might that impact a meeting for 30,000 attendees held in Europe or the United States?