Do Tourism and Project Management Need Each Other? Bibliographic and Content Analysis of Top-Ranked Project Management and Tourism Journals

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Since its start in the late 1950s, project management (PM) developed as business practice as well as a scientific discipline trying to manage and control changes from the environment and contributing to predictability, effectivity and efficiency of organisations and their processes. While it normally includes all functions of general management (Cleland and Ireland 2007), according to Project Management Institute's (2017) standard, successful project implementation includes ten specific knowledge areas (integration, scope, schedule, cost, quality, resources, communication, risk, procurement, and stakeholder management). Over the years, PM has matured, entered and adapted to different businesses, including tourism.

Despite the current challenges related to Covid-19, tourism brings (and will continue to bring) significant revenues to countries around the world and makes up a large part of their GDP. Therefore, we witness many investments in tourism that try to meet the needs and interests of modern tourists. Projects in tourism are mostly related to the construction of new and renovation of existing accommodation facilities, catering facilities, sports facilities, nautical marinas, and various events. PM knowledge surely needs to be applied to such projects.

The purpose of this paper is to address the interconnection of PM and tourism by reviewing and analysing the relevant scientific literature. More precisely, this paper examines how often papers published in PM journals refer to tourism as the context of research as well as how often papers published in tourism journals refer to PM as the topic. To reach this objective, author examined the ten PM journals and ten top ranked tourism journals represented in Web of Science Core Collection (WoSCC), from the time they entered the database to December 2019, searching for key words "touris*"and "project*" respectively in titles, abstracts or keywords of the published paper. VOSviewer software (Van Eck and Waltman 2007) and in depth content analysis were used for data analysis.

From 2,995 papers published in PM journals, only nine papers (all of them from a single journal) refer in some way to tourism or tourists, but none of them do not refer to and examine PM knowledge areas in the context of tourism. Additionally, from 11,343 papers published in tourism journals, 360 papers mentioned the keyword "project*" but further analysis has excluded 74 papers that dealt with tourism projections, projected brands and images, and similar issues. From the remaining 286 two main clusters were identified that refer to (1) stakeholder/local community participation and effects and benefits from tourism development, and (2) understanding destinations/countries and tourist experience. However, under the term "project", analysed papers refer mostly to particular case studies while PM knowledge areas, which are the core of project implementation, are mentioned only sporadically. It comes out that the connection between PM and tourism is not as strong as the business practice would suggest. These results are quite surprising and suggest that academics (and practitioners) should pay more attention to the fact that PM knowledge needs to be applied and integrated into the tourism industry and its projects.

Keywords: project management, knowledge areas, tourism, VOSviewer

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