



International Festival and Events Association Certified Festival and Events Executive Program

Curriculum Area: Project Management

Area Purpose

Project management is the management of the project to deliver the event. It concerns integrating all the areas of management such as marketing, design and operations so they efficiently use the event resources and satisfy the objectives of the event stakeholders. It produces an accountable system used to report to the event stakeholders, delegate tasks to the event team and establish a control timeline.

In particular it employs the tools and techniques of project management to manage the phases of the event from the concept through the planning and preparation to the event close down. The tools and techniques are used in all areas of event management.

Area Objectives

1. Apply the management science of project management to event delivery.
2. Understand and use the tools of scheduling, tasking analysis, milestones, delegation, stakeholder analysis, cost estimating and quality control.
3. Undertake an event project feasibility study.
4. Apply the theory of project risk management to all the management areas of events.
5. Develop an accountable management system to deliver the events including the project plan, risk management plan and event management evaluation system.
6. Understand the requirements for event management software.

Key Instruction Elements and competency outcomes

1. Project Management and Events: Background

Learning Outcomes:

- 1.1. Project environment: economic, tourism and events development strategy
- 1.2. What makes a project
- 1.3. History and use of project management to deliver events
- 1.4. The phases in event management

2. Stakeholder Management

Learning Outcomes:

- 2.1. Create the templates for stakeholder management

- 2.2. Identify the stakeholders
- 2.3. Understand their requirements and objectives
- 2.4. Manage and communicate with stakeholders
- 2.5. Evaluate the stakeholder/event relationship

3. Event Feasibility

Learning Outcomes:

- 3.1. Test the feasibility of the event and the planning
- 3.2. Understand the return on investment, core objectives and intangible measures
- 3.3. Scope the work and integrate all the event plans under the project plan

4. Project Tools

Learning Outcomes:

- 4.1. Create a Work Breakdown Structure
- 4.2. Undertake task and activity analysis and the critical path
- 4.3. Set milestones and create the scheduling
- 4.4. Establish and describe the deliverables

5. Event Team

Learning Outcomes:

- 5.1. Establish project organization structure
- 5.2. Create a delegation system based on deliverables
- 5.3. Establish progress reporting for the event staff
- 5.4. Develop an event checklist system

6. Project Risk Management

Learning Outcomes:

- 6.1. Understand the international risk management standard application to event planning and delivery
- 6.2. Be able to identify risks – financial, operational, strategic, human error and the 'near miss'
- 6.3. Create a risk register for the event project
- 6.4. Embed the risk management process in all areas of event management and the event team

7. Contract Management

Learning Outcomes:

- 7.1. Establish a resource template
- 7.2. Undertake a resource analysis and procurement plan
- 7.3. Integrate the procurement plan with the overall event management schedule
- 7.4. Understand event supplier contract terminology

8. Events Portfolio

Learning Outcomes:

- 8.1. Understand the events portfolio - the program of events over the year
- 8.2. Manage the various event projects and their resources

9. More information

Learning Outcomes:

9.1. Able to find information on project management and adapt it to events.

9.2 Understand the advantages and limitations of using project management software for event planning and delivery

Project management is the universal tool used to deliver events. From the Olympics to the Gran Prix to festivals such the Sydney Vivid Festival and corporate product launches, the terminology and techniques of project management are employed. It enables event teams to both deliver their event, use an accountable system and communicate with the modern international events industry.

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