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Do Tourism and Project Management Need Each Other? Insight From Top-Ranked Tourism and Project Management Journals

Abstract

While the relationship between tourism and project management (PM) seems logical in business practice, it seems that academic literature does not follow this reasoning. The purpose of this paper is to examine whether there is an interrelationship between tourism and PM in the academic literature, and if so, what is the nature of this connection. To reach this objective, the author examined ten top-ranked PM and tourism journals represented in Web of Science Core Collection (WoSCC). PM journals do not recognize tourism as an attractive field of research because only nine papers (out of 2,995 published) refer to tourism or tourists. Additionally, from 11,332 papers published in tourism journals, 269 papers allude to projects mostly focusing on three major themes: (1) tourism development projects, (2) local communities, and (3) tourist experiences. However, the term "project" refers mostly to studied cases, while Knowledge Areas (PMKAs), which are the core of PM, are mentioned only sporadically. The findings suggest that the connection between tourism and PM in academia is not as strong as the business practice would suggest. Academics should pay more attention to the fact that PM knowledge needs to be applied and integrated into the tourism industry and its projects.

Keywords: tourism, project management, knowledge areas, literature review, science mapping

1. Introduction

Project management (PM) deals with projects, that is, how to manage projects. While it normally includes all functions of general management (Cleland & Ireland 2007), according to Project Management Institute's (2017) standard, successful PM includes five specific process groups (initiating, planning, executing, monitoring, and closing) as well as ten specific Project Management Knowledge Areas – PMKAs (integration management, scope management, schedule management, cost management, quality management, resource management, communication management, risk management, procurement management, and stakeholder management). These process groups and PMKAs are the core of project planning and implementation.

Since its start in the late 1950s for U.S. military purposes, PM has developed as a business practice as well as a scientific discipline trying to manage and control turbulent changes from the environment and contributing to predictability, effectivity, and efficiency of organizations and their processes (Zidane & Olsson, 2017; Wysocki, 2019; Denicol et al., 2020). Besides managing changes from outside (i.e. within a complex environment), any project drives change within an organization, moving it from one state to another state in order to create business value (Project Management Institute, 2017). Over the decades, PM has matured, entered, and adapted to different businesses, becoming an essential part of an organization's strategic management. For instance, PM skills, techniques, and methods are used for solving problems in construction, engineering, medicine, software development, sport, and culture (Monteiro de Carvalho et al., 2015; Davies et al., 2017; Pacheco do Vale et al., 2018).

PM also played a key role in the tourism industry's expansive growth over the past 75 years (Flohr & Curtis, 2021). Nowadays, tourism is one of the most propulsive industries in the world, accounting for almost 1,5 billion of international tourist arrivals, supporting 330 million jobs worldwide (10% of all jobs), and generating

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10.3% of global G.D.P. in 2019 (https://www.unwto.org; https://wttc.org/). Despite the temporary challenges related to Covid-19, tourism will continue to bring significant revenues to countries around the world (Shanshan Lin et al., 2019; Čorak et al., 2020; Inchausti-Sintes, 2020). In order to be able to do it, the public and private sectors need to invest in projects trying to attract tourists and meet their search for diversity and novelty of experiences (Hersh, 2016; Weaver et al., 2018). Projects in tourism are therefore mostly related to the construction of new and renovation of existing accommodation and catering facilities, nautical marinas, and sports facilities, as well as the implementation of various operational processes or events (Bertocchi et al., 2020; Brunnschweiler, 2010; Pagliara et al., 2019; Perić & Ravnić, 2012; Tran & Pierre, 2014; Stoffelen, 2018; Bhandari, 2019; Trunfio et al., 2020). Projects like that add new value to the tourism industry, should secure a competitive advantage for businesses and/or destinations, and are therefore vital for their long-term success (Hersh, 2016; Turner & Hesford, 2019).

While some academics consider it obvious that hospitality industry managers perform projects on a daily basis and that PM skills and knowledge need to be applied to tourism projects (Flohr & Curtis, 2021; Rengel Jara et al., 2019), it seems that global academics literature does not follow this reasoning. A pilot search in Google Scholar (in July 2020) suggested very heterogeneous nature of PM papers, with very few papers focused on PM and or within tourism concurrently. Identified papers refer mostly to sustainability in PM, efficiency and performance (Zidane & Olsson, 2017; Denicol et al., 2020), and reconceptualization and systematization of PM and PMKAs (Svejvig & Andersen, 2015; Pacheco do Vale et al., 2018; Perić et al., 2021). However, according to the author's best knowledge, there are no papers that address the interconnectedness between tourism and PM or systematically question the evolution of key themes that support the coherence of tourism and PM over time. In other words, previous studies have failed to address the mutual co-existence and co-evolution between tourism and PM. Therefore, the purpose of this paper is to examine whether there is an interrelationship between tourism and PM in the academic literature, and if so, what is the nature of this connection. More precisely, this paper objectively and systematically examines how often and in what manner tourism literature refers to projects and PMKAs as topics as well as how often PM literature refers to tourism as the context of research. Despite some common themes present in tourism papers over the last few decades, the main contribution of this paper relies in the fact that it provided a strong argument that there is a large gap in the relationship between PM and tourism as contemporary areas of research.

The next section explains the applied methodological approach. After that, the results are presented and discussed. The paper finishes with some concluding remarks.

2. Methodology

Given the research gap, it is relevant to identify and to summarize the state of the literature about the mutual co-existence and relationship between tourism and PM. The following research questions emerge:

RQ1 – Is there any evidence of the connection between tourism and PM?

RQ2 – What are the key themes that support the coherence of tourism and PM over time?

RQ3 – How often do tourism journals focus on PMKAs as an object of research?

To reach the proposed objective and answer these research questions, the author conducted a literature review of papers published in top-ranked PM and tourism journals represented in Web of Science Core Collection (WoSCC) database from early publishing dates to the end of December 2019. The WoSCC database was selected because it includes top-rated scientific publications, has international scope and coverage, is regularly used as the main criterion in academic promotion and decision-making, and is often used for conducting literature reviews in business studies (Herrera & Heras-Rosas, 2020; Kersulić et al., 2020; Teixeira & Pocinho, 2020). Additionally, top journals with a high impact factor are more likely to push the boundaries of the research field (Chatterjee & Sahasranamam, 2018; Vlačić et al., 2021), and may guide further developments in the field.

The review was conducted as a systematic literature review that follows a systematic, transparent, structured, and reproducible process for identifying and surveying the academic literature about clearly defined research questions (Fisch & Block, 2018; Pickering & Byrne, 2014; Xiao & Watson, 2019). It is also comprehensive because it assesses what topics have been investigated by a researcher and what he has found.

2.1. Journal selection and related paper extraction

PM journals were selected from the WoSCC database in July 2020. The keyword "project" is searched in the WoSCC database within the publications from the fields of business, economics, management, and organization. The search resulted in ten journals (see Table 1). All journals are published in the English language, although for Revista de Gestão e Projetos and Revista de Gestão e Secretariado-Gesec, Portuguese and Spanish are the main languages. Then, in an effort to find evidence of the connection between tourism and PM (RQ1), each journal is examined from the time it entered the database to December 2019 (to encompass the whole publication year 2019), searching for keyword "touris*" in titles, abstracts or keywords of the papers. This search was conducted on July 30, 2020. The choice of the word "touris*" ensured that both the terms "tourist" and "tourism" were included in the document search. From 2,995 papers published in selected PM journals, only nine papers (all of them from a single journal) or 0.3% contained the word "touris*" and they proceeded to further analysis (Table 1).

Table 1
Sample of PM journals and number of selected paperss

	Title	Period	Number of papers published	Number of papers with "touris*"
1.	IJISPM-International Journal of Information Systems and Project Management	2013-2019	97	0
2.	Organisational Project Management*	2014-2015	9	0
3.	International Journal of Information Technology Project Management	2010-2019	193	0
4.	International Journal of Project Management	2009-2019	1074	0
5.	Project Management Journal	2008-2019	475	0
6.	International Journal of Managing Projects in Business	2008-2019	492	0
7.	Acta Structulia	2011-2019	129	0
8.	Revista de Gestão e Projetos	2010-2019	242	0
9.	Revista de Gestão e Secretariado-Gesec	2010-2019	232	9
10.	Organization Technology and Management in Construction	2016-2019	52	0
	Total		**2,995**	**9**

*Not active.

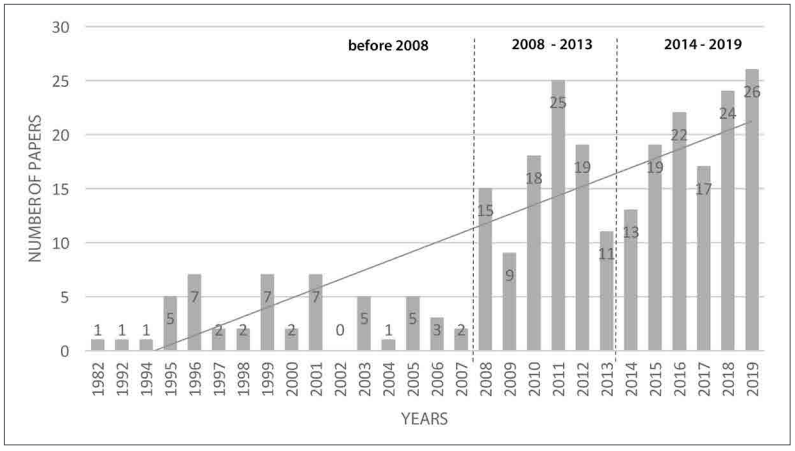
To ensure the reciprocity of the number of tourism journals, ten top-ranked journals according to impact factor were selected from the WoSCC database (see Table 2). Again, referring to the first research question, the WoSCC database was accessed in 30 July 2020 and each journal is examined from the time it entered the database to December 2019, searching for key word "project*" in titles, abstracts or keywords of the papers. Papers that were published online and entered into the WoSCC database in 2019 but were predisposed to get a volume and issue number in 2020 were excluded from the analysis. From 11,332 papers published in selected tourism journals, 349 papers mentioned the keyword "project*" in their titles, abstracts, or keywords. However, the additional cursory analysis revealed that 80 papers were not relevant for this study. They dealt with tourism projections, projected brands and images and other similar issues instead of projects and were therefore excluded from further analysis. Hence, the final sample contained 269 papers (2.37% out of the total number of published papers).

Table 2
Sample of tourism journals and number of selected papers

	Title	Period	Number of papers (articles)	Number of papers with "project*"	Number of papers after revision
1.	Tourism Management	1994-2019	2,877	99	68
2.	Journal of Travel Research	2008-2019	729	26	17
3.	International Journal of Contemporary Hospitality Management	2009-2019	1,069	18	16
4.	Annals of Tourism Research	1982-2019	1,910	54	42
5.	Journal of Sustainable Tourism	2008-2019	861	74	62
6.	International Journal of Hospitality Management	2008-2019	1,483	13	9
7.	Cornell Hospitality Quarterly	2008-2019	427	10	8
8.	Journal of Hospitality and Tourism Research	2008-2019	384	8	4
9.	Current Issues in Tourism	2008-2019	912	35	31
10.	International Journal of Tourism Research	2008-2019	680	12	12
	Total		**11,332**	**349**	**269**

Figure 1 presents the distribution of selected papers from tourism journals over the entire period. While the number of articles was substantially low before 2008, the next two periods saw a higher number of papers.

Figure 1
Distribution of papers from tourism journals



2.2. Data analysis

Regarding 269 papers from tourism journals that satisfied the criteria, analysis was performed in three steps. First, bibliography data for each paper was exported from the WoSCC database to the VOSviewer software (version 1.6.17) to classify the material based on author(s), year of publication, title, and publication (i.e., journal). However, Fisch and Block (2018) argue that literature reviews should focus on concepts, not studies. Therefore, the main analysis has been guided by a concept-centric approach that involves a careful identification and evaluation of the underlying concepts and themes in the second step (referring to the RQ2). For this reason, science mapping – which is based on a quantitative approach of bibliometric research methods to look into how some particular themes are related to one another (Zupic & Čater, 2015) – is conducted. Science mapping is used to construct structural images and reveal the dynamics of scientific fields. VOSviewer, as a software initially developed by Van Eck and Waltman (2007) for creating maps based on network data, is very efficient in processing words and eliminating coincidence or synonyms and is widely used for analyzing bibliometric networks in a wide range of fields, including tourism (Ding & Yang, 2020; Jiménez-Garcia et al., 2020; Serrano et al., 2019; Teixeira & Pocinho, 2020). Considering the number of papers over the

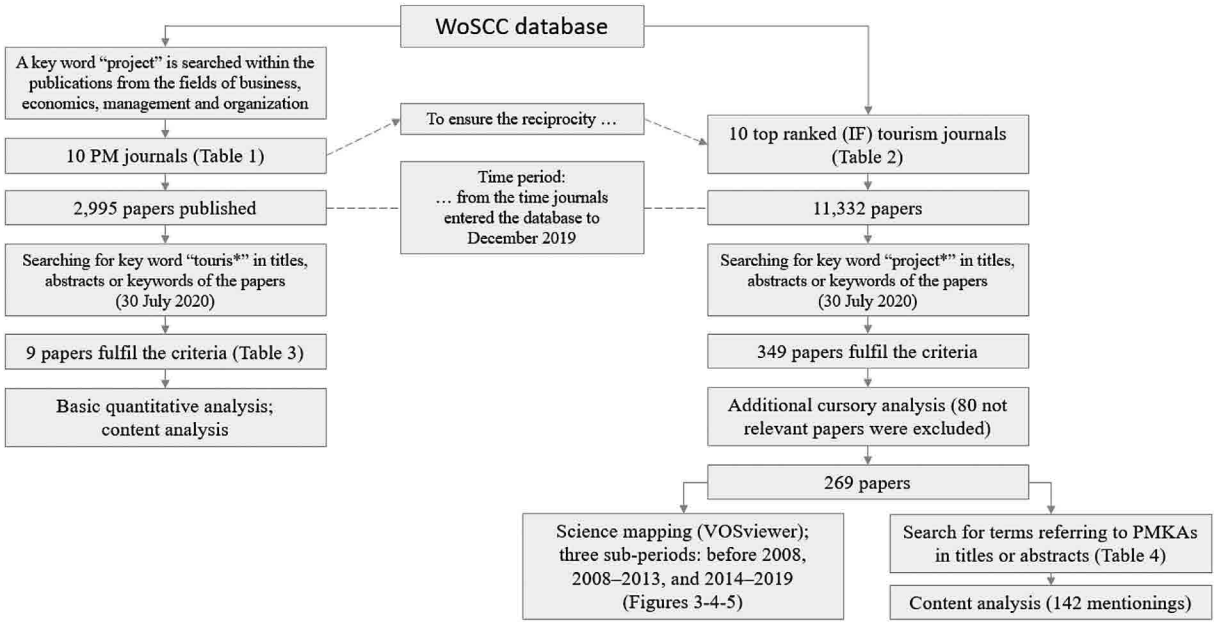
1982-2019 period, to perceive the changes in the literature (i.e., the evolution of themes), three sub-periods were formed (see again Figure 1). A similar approach was applied by Köseoglu et al. (2019). The first period (before 2008) was created to encompass a large range and included 51 papers. The second period (2018-2013) included 97 papers, whereas the third period (2014-2019) included 121 papers. Since the abstracts are more extensive than titles or keywords and can provide a deeper understanding of the papers' contexts, the co-occurrence of terms based on text data from the papers' abstracts was conducted for each period. The analysis of identification and mapping of themes included only the terms mentioned more than five times in the papers' abstracts. Choosing the words mentioned less frequently would disperse the analysis from the central themes. Some general terms such as "researcher", "study" or "data" were excluded from the analysis because they did not contribute to the identification of themes. In the network visualization, items with more weight (i.e. that are more important) are displayed by larger labels and frames (van Eck & Waltman, 2020).

Finally, in the third step, content analysis of the focal tourism papers was conducted to gain a better understanding of the patterns of knowledge regarding PMKAs within tourism (referring to the RQ3). Although using VOSviewer reveals interesting interdependencies between extracted themes over the three periods, to provide an in-depth analysis of the delivered results, tourism papers are further examined by searching specifically for PMKAs (integration, scope, schedule, time, cost, quality, resource, communication, risk, procurement, and stakeholder management) within their titles and/or abstracts. Since the last PMBOK guide (Project Management Institute, 2017) has changed project time management knowledge area to project schedule management, both "time" and "schedule" are searched within the papers.

On the other hand, although only nine papers in PM journals satisfied the initial criteria, a separate analysis (referring again to the RQ2) was conducted to distinguish between papers from PM and tourism journals. The main reason for conducting a separate analysis of nine papers from PM journals was their specific focus and the inclusion of these papers in the analysis together with papers from tourism journals could distort the results. Due to the small number of papers, science mapping was not applicable. Therefore, some basic quantitative and content analyses are used for the analysis of PM papers.

For greater transparency, the overall approach to journal selection, the process of related paper extraction and data analysis are presented in Figure 2.

Figure 2
Methodology protocol



3. Results and discussion

Nine papers from PM journals that contained the keyword "touris*" were all published in the Revista de Gestao e Secretariado-Gesec (Table 3) in the last five years. Only five papers were research studies, while the other four were reviews on a specific topic. Only one paper is published in English, five are in Portuguese, and three are in Spanish. However, all titles and abstracts were available in English, and analysis suggests that these papers actually do not refer to projects and/or PM methodology. The focus of the research papers was on businesses and entrepreneurship in the tourism sector (Welzel & Brazil, 2016; Enríquez & Rodríguez, 2017; Lado-Sestayo & Vivel-Búa, 2017). In three review papers (da Silva et al., 2017; Durán-Sánchez et al., 2016; Pereira & Moreira, 2015), tourism was just a sporadic topic that emerged within the results of the journal reviews. Additionally, none of the PMKAs (e.g., cost, time/schedule, quality, etc.) are mentioned in the titles or abstract. Only "quality" is mentioned in one review paper (Pereira & Moreira, 2015), but in the context of analyzing "costumer quality service", not projects or project quality. All papers have different authors (from Spain, Brazil, Ecuador, Portugal, and Germany), and there are no citation links between authors.

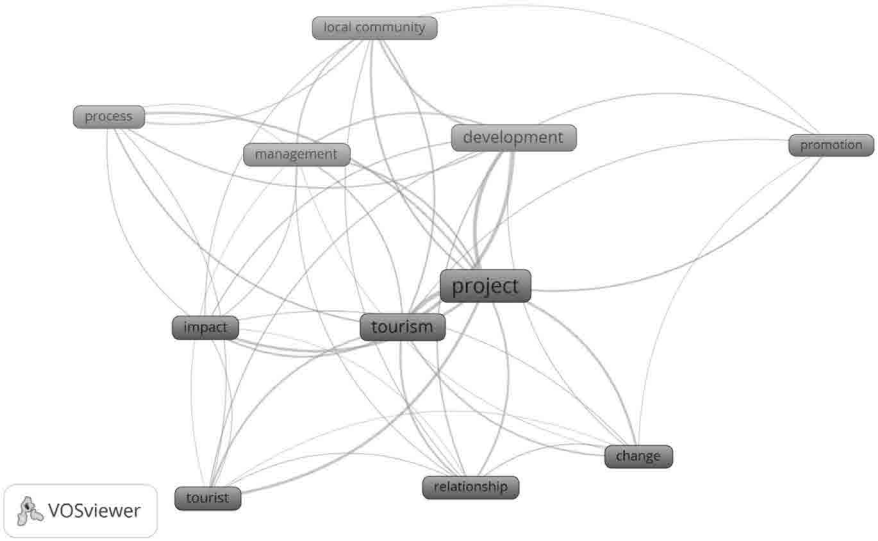
Table 3
Papers from PM journals within the tourism context

	Author(s)/year	Title	Type of paper	Language
1.	Pone et al. (2019)	Tourist satisfaction with the Municipality of Ponta Delgada (Acores)	Research article	English
2.	de Mello et al. (2019)	Sociodemographic and academic profile of tourism students in two public universities in the south of Brazil	Research article	Portuguese
3.	da Silva et al. (2017)	Workplace spirituality: Bibliometric study of the national academic production 2010-2014	Review	Portuguese
4.	Lado-Sestayo & Vivel-Búa (2017)	Economic and financial analysis of entrepreneurship in tourism sector: A gender perspective	Research article	Portuguese
5.	Enríquez & Rodríguez (2017)	Tourism and resilience business system: Critical factors of adaptability in Baños de Agua Santa - Ecuador	Research article	Spanish
6.	Soares et al. (2017)	The presence of women in the tourism sector in Galicia	Review	Spanish
7.	Durán-Sánchez, et al. (2016)	Collaborative economy: Analysis of scientific production in academic magazines	Review	Spanish
8.	Welzel & Brazil (2016)	Sustainable tourism management: Proposing protocol practices and process implementation of corporate social responsibility for the hospitality industry in Florianopolis	Research article	Portuguese
9.	Pereira & Moreira (2015)	Quality in assistance: A bibliometric evaluation in national scientific journals (1997-2013)	Review	Portuguese

Regarding 269 tourism papers, 538 different names appear as authors coming mostly from the United States, Australia, New Zealand, England, Scotland, Italy, Spain, and China. Nine papers are affiliated with the Hong Kong Polytechnic University, eight are affiliated with the University of Surrey, six are affiliated with Texas A&M University, and four are affiliated with the University of Strathclyde.

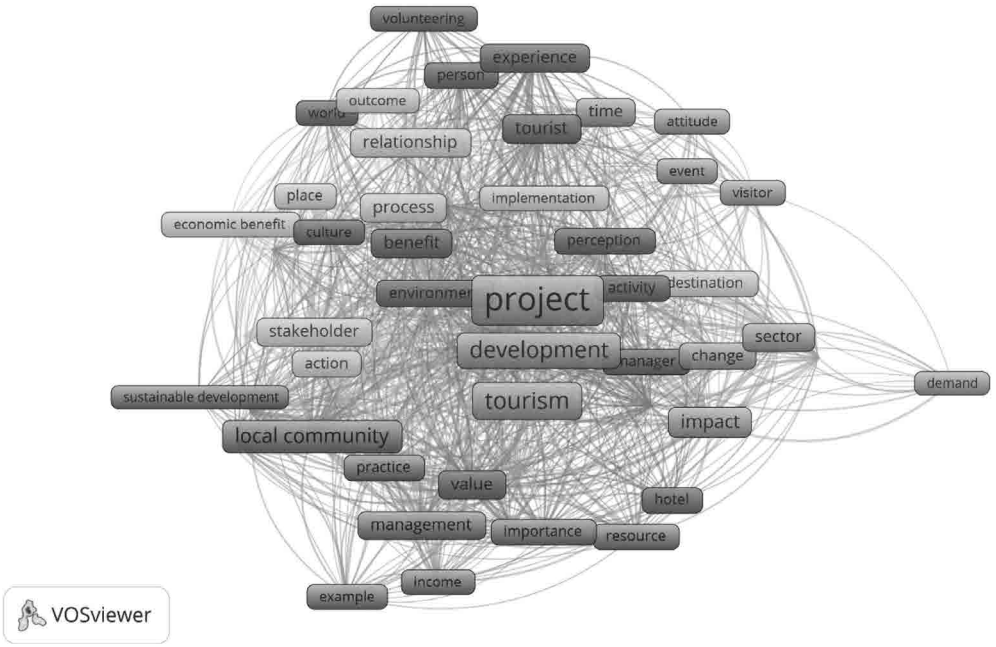
The analysis of co-occurrences of terms (mentioned at least five times) from the abstracts of papers published before 2008 shows that there are 11 terms grouped in three clusters (Figure 3). The first cluster relates to tourism projects' impact and tourists (dark gray frames in the lower part of the Figure), the second relates to the development and management of local communities (lighter gray frames in the upper part of the Figure), and the third relates to the promotion of local communities' development induced by tourism projects (the frame on the right).

Figure 3
Term co-occurrence map based on papers' abstracts (before 2008)



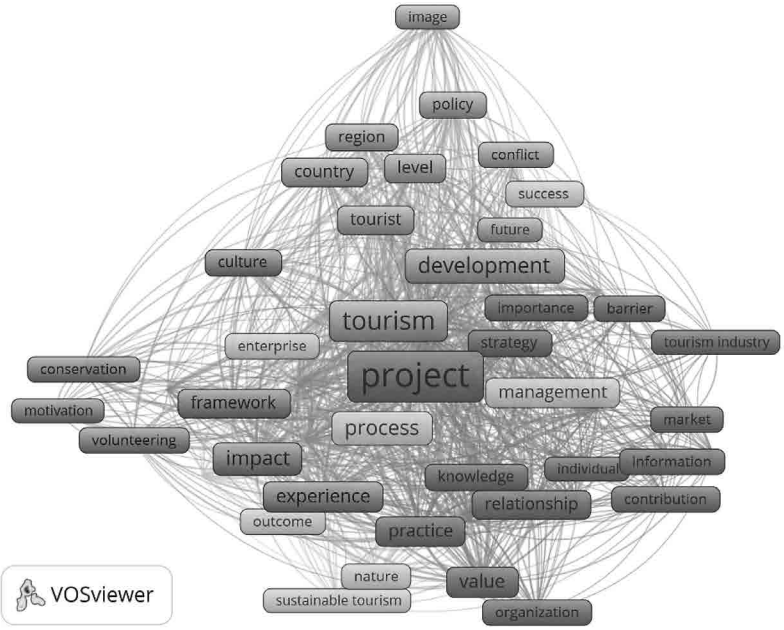
The analysis of co-occurrences of terms (mentioned at least five times) from the abstracts of papers published in the 2008-2013 period shows that there are 55 terms grouped in four clusters (Figure 4). The first cluster relates to tourism development projects (lighter gray frames on the right with a key word "project"), the second relates to tourists' individual experiences about the place and environment (dark gray frames in the upper and central part of the Figure), the third relates to local community management and development (dark gray frames in the lower left part of the Figure), and the fourth is the most dispersed referring to stakeholders' knowledge about sustainable development and the implementation of this knowledge within destinations (light gray frames in the central part of the Figure).

Figure 4
Term co-occurrence map based on papers' abstracts (2008-2013)



The analysis for the period 2014-2019 shows a very similar structure to the previous one. Again, there are four clusters with 53 terms (Figure 5). The first cluster relates to project strategies and practices to contribute sustainable tourism industry (dark gray frames in the lower right part of the Figure with a key word "project"), the second relates to challenges of tourism development in destinations (lighter gray frames in the upper part of the Figure), and the third relates to local communities' perspective, participation, and tourists' experiences (dark gray frames on the left), while the fourth relates to responsible managerial processes in the enterprises (light gray frames).

Figure 5
Term co-occurrence map based on papers' abstracts (2014-2019)



The previous analysis suggests the unique evolution of project-related knowledge in tourism journals over the observed periods. In total, 11 clusters were found during three periods. However, two common themes remain constant over the years. The first theme refers to tourism development projects and their impacts on destinations (e.g., Briassoulis, 2011; Kim & Jamal, 2015; Andersen et al., 2018). However, this theme is inseparably linked to local communities and stakeholders, which makes the second theme. For instance, Almeyda et al. (2010), Brunnschweiler (2010), Laeis and Lemke (2016), Lindberg and Johnson (1997), MacNeill and Wozniak (2018), Michaud and Turner (2017), Nunkoo and Ramkissoon (2010), and Park et al. (2018) describe the involvement of local communities as well as social, economic and environmental benefits and costs (e.g., increased revenues, new employment, increased prices, increased knowledge, social conflicts, increased waste, etc.) these communities experience from tourism development. This often relates to the stakeholders' access to tourism resources that can increase both competitiveness and quality of life (Dixon et al., 2012; Polonsky, Hall et al., 2013; Artal-Tur et al., 2019). Further, projects and studies investigating projects' impacts encompass both vulnerable communities and areas such as Laos (Phommavong & Sorensson, 2014), Malaysia (Latip et al., 2018), Vietnam (Michaud & Turner, 2017), Costa Rica (Almeyda et al., 2010) or Amazon area (Stronza & Gordillo, 2008) as well as in highly developed tourism destinations like London (Stevenson, 2016) or Sidney (Waitt, 2003). An overwhelming conclusion can be drawn in line with social exchange theory implying that local communities and stakeholders tend to support tourism projects if they perceive more benefits than costs from a project (Briedenhann, 2009; Latip et al., 2018; Lindberg et al., 1999; Nunkoo & Ramkissoon, 2010; Whitney-Gould et al., 2018).

This review also suggests that projects are important for shaping tourist experiences. While designing and understanding of tourist experiences was not among main research topics before 2008, tourist experiences emerged and remained the focal theme through the next two periods. It is usually about the interplay of managerial capabilities and destination (Page et al., 2010; Hersh, 2016; Strzelecka et al., 2017) or servicescape resources (Liu et al., 2014), which brings many psychological benefits to tourists (e.g., Filep & Bereded-Samuel, 2012). This further relates to project strategies and practices at enterprise and destination levels that contribute sustainable tourism industry (Vernon et al., 2005; Chan, 2013; Larsson & Muller, 2019). On the other hand, tourist experiences are occasionally studied in very risky contexts where tourist safety is challenged (e.g., Buda, 2015; Ryan et al., 1996).

Finally, the more in-depth analysis showed that analyzed publications, when referring to project(s), consider mostly particular case studies, which are used as objects of research (e.g., Stronza & Gordillo, 2008; Taylor, 2017; Park et al., 2018; Bhandari & Kalyan, 2019). Additionally, a search for key terms referring to particular PMKAs, which are the core of project implementation, found these are mentioned 142 in total (Table 4). Some terms, such as costs, quality, resources, stakeholders, and communication, are used in more occasions than terms risk, integration, scope, or time/schedule. However, it is a bit surprising that the terms resources, stakeholders, and communication surpass in frequency of occurrence terms costs, time/schedule, and quality, which is all genuine parts of the so-called Iron Triangle. It is a framework for defining and measuring project performance, and many managers are evaluating project success based on these three dimensions (Pollack et al., 2018), but this does not seem to be the case in tourism. On the other side, the term procurement is not mentioned at all in the titles or abstracts of analyzed publications. Still, the content analysis indicated that in most cases, these PMKA terms are used in a very specific context that is not directly related to projects or PM practice, skills, and knowledge. For instance, community or cross-border integration (see Mitchell & Reid, 2001; Artal-Tur et al., 2019), full-time employment (Wanhill, 2000), transport schedule (Scuttari et al., 2019), quality of life (Polonsky et al., 2013), social cost theory (Olson, 2012), asking residents about the benefits and costs of the project to determine their level of support (Nunkoo & Ramkissoon, 2010), resource-based-theory (Artal-Tur et al., 2019), storytelling as a communication strategy (O'Gorman & Gillespie, 2010), risk behaviors of tourists (Ryan et al., 1996), climate risks (Scott et al., 2019) or analysis of stakeholder networks (Nogueira & Pinho, 2015) have marginal links to project practices and PMKAs. Further, Dhanda (2014) considered project quality as one of the market performance dimensions of hotels and resorts, but she did not dig deeper because her effort was focused on carbon offsets/neutrality. Similarly, Stronza and Gordillo (2008) analyzed the economic costs and benefits of three Amazon ecotourism projects from the perspective of local leaders. They found new restrictions on time (i.e., less free time for local leaders) as a negative consequence of analyzed projects and suggested some actions for more efficient resource management. However, they used projects as case studies; therefore, their findings failed to connect more directly with a project practice.

Table 4
Terms related to PMKAs in tourism publications

	PMKAs*	Examples of the context	Author(s)/year
1.	Integration (6)	Community and cross-border integration	Artal-Tur et al. (2019), Mitchell & Reid (2001)
		Integration of tourism and culture with other value chains	Arnaboldi & Spiller (2011)
2.	Scope (2)	Scope of the volunteer tourism phenomenon	Ong et al. (2014)
3.	Time (8)	Full-time equivalent employment	Wanhill (2000)
		Time competitors need to imitate an I.T. initiative	Piccoli (2008)
		Restrictions on time as a consequence of ecotourism projects	Stronza & Gordillo (2008)
		Analyses has been conducted in two time periods	Turner & Hesford (2019)
	Schedule (1)	Transportation should be running on a daily schedule	Scuttari et al. (2019)

Table 1 ***(continued)***

4.	Cost (13)	Benefit-cost analysis	Lindberg & Johnson (1997)
		Maintenance costs of upmarket hotels	Lai (2016)
		Water savings at a low cost	Gatt & Schranz (2015)
		Theory of social costs	Olson (2012)
		Application of travel cost method (TCM)	Alves et al. (2017)
		Costs required to implement a development project	Sullivan-Sealey & Cushion (2009)**
		Benefits and costs of the project determine the level of community support.	Nunkoo & Ramkissoon (2010)
		Trade-off between control costs and control benefits determines the success of project selection for expansion	Ghorbal-Blal (2011)**
5.	Quality (16)	Project impact on the quality of life	Wilkinson & Pratiwi (1995), Polonsky et al. (2013)
		Impact of venture quality on investor behaviour in investment crowdfunding	Kim &Hall (2020)
		Project quality as a market performance dimension	Dhanda (2014)
		Quality of tourist information offices (T.I.O.s)	Minghetti & Celotto (2014)
6.	Resource (32)	Surf tourism resources	Buckley et al. (2017)
		Resource management in ecotourism	Stronza & Gordillo (2008)
		Personnel or human resource (H.R.) strategies as a response to external crisis	Anderson (2006)
		Community-based natural resource management (CBNRM) program	Mbaiwa (2011)
		Applying the resource-based theory to rural community tourism	Artal-Tur et al. (2019)
		Resources required to implement a development project	Sullivan-Sealey & Cushion (2009)**
7.	Communication (17)	Information communication technologies are reflected in the active use of social media	Schaffer (2015)
		Channels of communication between stakeholders	Aas, Ladkin, & Fletcher (2005)**
		Storytelling as a strategic method of communication	O'Gorman & Gillespie (2010)
		The need to establish an open communications system to support the project	Sullivan-Sealey & Cushion (2009)**
		Reciprocal communication between the stakeholders is a challenge for an agricultural project	Laeis & Lemke (2016)**
8.	Risk (10)	Risk creation in backpackers' traveling	Elsrud (2001)
		Liquidity crisis and risk premium	Stambler (2011)
		Risk behaviors on holiday	Ryan et al. (1996)
		International tourism and country risk spillovers	Hoti, McAleer, & Shareef (2007)
		Disaster risk management	Tsai & Chen (2011)
		Climate risks	Scott et al. (2019)
9.	Procurement (0)	-	-
10.	Stakeholder (37)	The communication processes between stakeholders who engage in an open innovation platform	Lalicic (2018)
		Stakeholder network integrated analysis	Nogueira & Pinho (2015)
		Actor-network theory and stakeholder collaboration	Arnaboldi & Spiller (2011)
		Stakeholder collaboration and management roles on a project	Aas et al. (2005)**

* The numbers in parentheses indicate the number of articles that contain the searched word. ** Papers directly related to the PM and PMKAs.

On the other hand, only few papers can be considered as referring to projects, PM, and PMKAs more directly (marked with ** in Table 4). First, two papers relate to cost management in a project environment. Sullivan-Sealey and Cushion (2009) tried to document the costs required to implement the Environmental Management Program and reach prescribed environmental standards in Baker's Bay Golf and Ocean Club. Ghorbal-Blal (2011) examined the expansion strategies of multinational hotel corporations. More precisely, they tried to explain how developers choose between different projects and finished with a conclusion that a trade-off between control costs and control benefits affects the success of project selection. Costs, as a part

of the Iron Triangle, are one of the major constraints to PM, and many managers are focusing their efforts on reducing project costs. Second, stakeholders also catch the attention of researchers. Having a UNESCO/ Norwegian government project on heritage management in Laos as a research case, Aas et al. (2005) found stakeholder involvement and collaboration crucial for project success. However, stakeholder collaboration is not possible without establishing effective channels of communication. The other two papers also examined the link between stakeholders and communication. For Sullivan-Sealey and Cushion (2009), establishing an open communications system is key for project implementation. Likewise, Laeis and Lemke (2016) recognized a lack of mutual communication between the stakeholders involved as a major challenge for the implementation of a social entrepreneurship project. Finally, when it comes to resources, Sullivan-Sealey and Cushion (2009) is in focus again because they tried to document not only the cost but also the resources required for their case study project. Although this review identified just a few papers directly related to PMKAs, it confirms the findings by Perić et al. (2021), who, based on a larger sample of papers, also concluded that costs, stakeholders, and communication are PMKAs mentioned most frequently in the PM literature.

4. Conclusion

This paper started from the presumption that the relationship between tourism and PM has been neglected in relevant academic literature so far. Therefore, it systematically reviewed and analyzed how often papers published in top-ranked PM journals refer to tourism in the context of research, and vice versa, and how often papers published in tourism journals refer to projects in general and PMKAs in particular. Findings strongly confirmed the initial premise as the evidence of the connection between tourism and PM exists but is weak (RQ1). In general, PM journals did not recognize tourism as an attractive field of research. Only nine papers published in PM journals dealt with tourism. However, none of them referred to and examined PMKAs in the context of tourism. Another staggering finding is that all nine papers were published in the same journal during the last five years, and only one was in the English language. None of the papers in other PM journals is related to tourism. At first sight, the situation seems better concerning tourism journals because 269 papers that mention the term "project" were identified. However, that is not even close to the truth.

In this regard, this paper additionally wanted to examine what are the key themes that support the coherence of tourism and PM over time (RQ2). As the number and distribution of papers extracted from PM journals (all were published in the last period) did not allow a deeper insight into this relationship, the evolution of the most important themes was possible to be analyzed only within the tourism papers. The co-occurrence of terms based on text data from papers' abstracts from three periods highlights two themes that remain dominant over the entire research span. These are tourism development projects and local communities/stakeholders. In other words, challenges related to tourism development projects and benefits and costs local communities perceive from tourism development are themes that have dominated over the last forty years. Another theme emerged from 2008 onwards (i.e., in the last two periods). Projects are perceived (and studied) as a tool for shaping tourist experiences in a destination. This theme is all about describing and explaining managerial activities and decisions regarding available destinations and/or organizational resources aimed to deliver memorable tourist experiences.

Still, a more in-depth analysis of how often tourism journals focus on PMKAs as an object of research (RQ3) revealed other missed opportunities when it comes to the interconnectedness of tourism and PM in the academy. First, the term "project" in papers' abstracts or titles alluded mostly to particular projects used as case studies (i.e., objects of research). Terms related to ten PMKAs (e.g., scope, costs, risks, etc.), which are the very essence of the PM, have rarely been mentioned. Additionally, and even more important, in most cases, these terms were used outside of the project and/or PM domain. Fingers of one hand are enough to count the papers that dealt with projects and PMKAs in a more substantial way. Only stakeholders and communication between stakeholders, project costs, and resources stand out as themes that are more salient, but generalization of the results and drawing broader conclusions is not possible.

To summarise, the main theoretical contribution of this paper is that it pointed to a large gap in the association between PM and tourism in contemporary academic literature. This interrelationship is thin, and tourism and PM connect around several specific topics. Tourism needs projects as case studies when explaining tourism development and its impacts to local communities as well as tourist experiences. A deeper link that will include research into specific PMKAs is missing. It seems that tourism and PM, as two major areas of research, have been developing quite independently and that they do not need each other. The connection between the two in academia is not as strong as business practice (and logic) would suggest. There are several reasons that might explain this large gap. For PM, tourism is maybe too "soft", and there are other industries (e.g., construction works or engineering) to test PM ideas and practices more efficiently. On the other hand, tourism has other topics of research (e.g., tourism development, tourism impacts, tourist experiences), clearly more important and more suitable than PM or PMKAs are. Maybe this should be thanked to editors-in-chief who tailor the scope, aims, and politics of their journals and who want to keep their journals thematically explicit, straightforward, and unambiguous.

Yet, it is not all as black as it looks. Referring to Flohr and Curtis (2021), there is no doubt that new projects will continue to shape the tourism practice. Regardless of temporary challenges related to the unpredictable environment, projects in tourism might be a catalyst for change and a tool for creating more sustainable tourism. This provides a breath of optimism for both practitioners and academics. On the side of academia, tourism researchers will continue to use different projects as case studies, and these projects will surely frame their future research. Each new study of tourism projects will therefore make a significant contribution to merging tourism and PM bodies of knowledge. Since areas that are more decentralized and far from the central nucleus at the co-occurrence map are those areas that suggest a larger research gap (Teixeira & Pocinho, 2020), Figure 5 (representing the most recent period) may be suggestive in outlining future research directions. This may include examining projects aimed at preserving the environment, cultural heritage, and the destination as a whole, projects implemented to improve the destination's image, as well as market-related projects that improve the efficiency and effectiveness of individual organizations and/or the tourism industry. This perfectly fits into the endeavors of creating more resilient and responsible tourism for future generations. Further, a similar conclusion could be drawn regarding PMKAs and tourism. While costs (as an element belonging to the Iron Triangle of a project), resources, and stakeholders will often remain research topics, more efforts are needed in examining procurement and risk in tourism projects. Researching these topics might gain a better understanding of the existing patterns of knowledge regarding the interconnectedness of tourism and PM. Additional practical implications refer to higher education institutions. Because there is an imbalance between the PM curriculum in schools and PM skill demand in the tourism industry (Rengel Jara et al., 2019), more projects and PM courses should be embedded in the higher education curricula. More courses and research initiatives that will promote PM knowledge and skills within tourism projects could be beneficial to students as future project managers. They could use gained skills and knowledge to adopt the most effective and efficient strategies for project implementation. Consequently, this paper can serve as an ultimate public appeal to academics, practitioners, and policymakers to pay more attention to the fact that PM knowledge needs to be applied and integrated into the tourism industry and its projects. Until the imminent change of the current mindset, many questions about the interconnectedness of tourism and PM remain unanswered.

This study is not without limitations. The first relates to the limited sample of journals and papers included in the analysis. The analysis of the wider scope of papers published in other tourism and PM journals (from both WoSCC and other databases) could provide new insights into this particular research problem. Similarly, other types of publications, such as postgraduate theses, monographs, or book chapters, might be included in future analysis too. The second limitation refers to the features of VOSviewer software and the criteria defined to run the analysis. Changing the settings in a way to include more or fewer words in the analysis (i.e., those mentioned less or more frequently than is defined in this paper) would yield different results and open a space for new interpretations. Further, the inclusion of papers' titles and/or authors' keywords in the

analysis might change the results in a certain degree. Finally, the application of other text data software and methods might provide new possibilities and open new horizons in this area of research.

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