

**George Mason University**  
**College of Education and Human Development**  
**Tourism and Events Management**

TOUR 221.001- Event Implementation & Evaluation  
3 credits, Spring 2017

Tuesday, 4:30-7:10 p.m., Innovation Hall, Room 215G, Fairfax Campus

**Faculty**

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**Prerequisites/Corequisites**

TOUR 220 (3 credits)

**University Catalog Course Description**

Introduction to event implementation and evaluation through involvement in on-site event delivery and analysis. Studies participant motivation and economic, social, environmental, and cultural impacts in relation to an events, products and services.

**Course Overview**

1. **Attendance** – Regular attendance is essential to your success in TOUR 221. Attendance will be taken at the beginning of class. The success of this class is based on interaction of the students and sharing of view and opinions. Each missed class will result in a 3% deduction from your total grade. A bonus of up to 10 points will be provided for students based upon the number of classes missed. An additional 3 bonus points may be earned by enthusiastic participation in in-class projects, discussions, and direct questioning by the instructor. No make-ups are permitted. Lateness of 10 to 30 minutes will result in a -1 for your attendance that day. Greater lateness times will result in greater deductions.
2. **Required Reading/Surveys** – From time to time, homework/readings will be provided. These are ungraded, but failure to do the work will result in failure to be actively engaged in class discussion (which can result in bonus points).  
It is expected that if a student is called upon in class to answer a question or offer an opinion, that the student will be prepared based upon the required readings for that day's class (or previous class materials).
3. **In-class Projects and Exercises** – Virtually every class day will be broken into three component parts: 1) Lecture and discussion; 2) Group team work related to the semester-long Apprentice project; and 3) a preview of the following class, including discussion/assignment of any homework or projects.
4. **Individual Projects** – Any project identified as being individual in nature **MUST** be the sole work product of each student.
5. **Group Projects** – TOUR 221 outcomes are based upon a variety of group and team experiences. It is expected that each student will participate fully. The small group exercise is designed for students to work together in teams. Each participating team member will receive identical grades for group presentations, unless the student is not a participant on the day of the presentation or has not substantively been part of the creation of the materials.

6. **Extra Credit** – Each student has the ability to earn 13 bonus points, above and beyond the 100 points offered for attendance, participation, and assignments. Due to the inclusion of these bonus points, no additional extra credit is available.
7. **Missed Work** - Should a student miss a class (s)he is still responsible for the information that was covered; each class provides a component that is integral to the overall understanding of “Event Implementation and Evaluation.” This information will be vital to success on the final project. PowerPoints of lectures may be provided electronically, but do not contain all of the detailed materials related to the subject areas being covered.
8. **Papers/Reports** – Unless otherwise indicated by the instructor, any/all submitted assignments must be written using APA style, and all sources and resources must be cited using APA formatting. Assignments submitted late without Instructor approval will be downgraded 20% per day.
9. **Crediting Outside Sources** – Footnotes and/or citing of sources are appropriate and required if information provided by student is taken from another source. Failing to provide source information is considered to be a serious violation. Failure to provide any citations where it is obvious that information is not the original thought of the student is subject to failure or the assignment of a grade of “0.”
10. **Instructor Arrival Policy and Student Expectations** – If your instructor is not in the classroom at 4:30 p.m., please wait 20 minutes before leaving. Should an emergency arise, the instructor will attempt to notify one or more students in advance of the class.

Students are expected to arrive on-time. Class discussions and lectures will begin promptly at 4:30 p.m. and will re- commence promptly after in-class breaks. Students may bring beverages into class but are expected to not be eating during class time. The intent of this class is to provide students with the understanding of what it like to be an events professional/events consultant and as such students should be prepared to act in a professional manner.

### **Course Delivery Method**

This course will be delivered using a lecture format.

### **Learner Outcomes or Objectives**

At the completion of this course, you will be expected to be able to:

- 1) Understand the effects events have on the communities they serve.
- 2) Have a high level of knowledge of the major components of event production and their relevance to the type of event being produced.
- 3) Accurately assess the challenges and successes of varying types of events.
- 4) Create a viable event marketing and public relations plan based on a given event’s assets, needs, stakeholders and organizational mission.
- 5) Produce a comprehensive post-event critique and report, which details recommendations for change and methods for future implementation.
- 6) Perform a crowd management assessment and be able to implement changes or new protocols for the safety of event attendees.
- 7) Have created a detailed event plan, based upon a specific budget, appropriateness for a given community, and which meets the objectives of the event.

### **Professional Standards**

Upon completion of this course, students will have met the following professional standards: Not applicable.

### **Required Texts**

There are no required texts for this class. Assigned readings will be sent via e-mailed links to students, or distributed in-class as appropriate.

### **Required for Every Class**

- Be prepared with your laptop/tablet/smart phone and class materials (or printouts if you wish to not bring your laptop) if provided in advance (generally e-mailed to you by 10 p.m. Monday evening).
- Laptops/tablets/smart phones are to be used only for class related work. Failure to abide by this policy will result in a loss of points on a student's final grade (as much as 5% for each repeated violation).
- Set cell phones to silent or vibrate; if you must check your email or messages, do not do so in a way that disturbs the class. Act professionally.
- Be prepared with an opinion or answer at all times. The nature of this class is that discussion is vital to learning.
  - Incorrect answers are always preferable to no answer! Often there is no correct answer; only varying opinions.
- Be on time. If you have a class that ends just before this class elsewhere on campus, do not waste time. Lateness, especially on a repeated basis, **will** affect your attendance and instructor discretion points.
- Train your mind to think of the “why” and the “how,” and not just the “what.”

## Course Performance Evaluation

Students are expected to submit all assignments on time in the manner outlined by the instructor and/or described herein.

Assignments and Examinations	Other Requirements (Type of Grade)	Grading/Weight	Date
Attendance AND Participation on each class day – 3% per class	For 9 identified classes	27%	
Assignment 1: Event Concept	Individual Grade	10%	Feb 7
Assignment 2: PR Plan	Individual Grade	10%	Feb 21
Active Participation at/on Career Social	Individual Grade	10%	Mar 7
Assignment 3: Sponsorship Plan	Individual Grade	10%	Mar 21
Executive Pitch – Team Grade	Team Grade*	10%	Apr 18
Group Experience Survey	Individual Grade	3%	May 2
Group Presentation	Team Grade*	20%	May 2
Attendance Bonus (no more than 2, 1, or 0 to class)		2% / 5% /	
Instructor Bonus (for positive contributions)		Up to 2%	
<b>TOTAL</b>	(+ up to 13	100%	

\* Indicates student only receives full credit if (s)he is present and actively taking part in presentation.

### Grading

A+ = 97 – 100	B+ = 87 – 89	C+ = 77 – 79	D = 60 – 69
A = 94 – 96	B = 84 – 86	C = 74 – 76	F = 0 – 59
A- = 90 – 93	B- = 80 – 83	C- = 70 – 73	

### Professional Dispositions

Students are expected to exhibit professional behaviors and dispositions at all times.

## Class Schedule

Note: Instructor reserves the right to alter the schedule as necessary, with notification to students.

### Class 1: January 24 – Course Overview and Introduction

#### *Topics to be covered*

- Class Overview and Objectives, Methodology/Student Evaluation, Class Structure and Learning Environment
- Student Introductions and Personal Experience Management Planning
- Overview of Career Social: Roles, Responsibilities, and Details
- Overview of Projects, working in groups but with individual submissions
  - Concepts:

<ol style="list-style-type: none"><li>1. Research SXSX and create a similar model in the DMV, but with innovations that make it unique and vital.</li><li>2. Research galas, choose a nonprofit in the DMV without a gala fundraiser, and create a plan for a gala that creates FOMO.</li><li>3. Research suitcase parties, use Celebrate Fairfax as the host organization, and create a creative model that raises large funds and offers maximum celebration.</li><li>4. Research innovative events across the nation that are not in any of the above categories, and create an event that can be implemented with extensive public awareness and interest.</li></ol>
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- Review of Graded Group Presentations Assignments Teams Must Complete
  1. Executive Pitch – Team 5-Minute Private Presentation, with Follow-up Guidance by Professor
  2. Final Presentation – 12-minute Group Presentation, with 8-minute Q&A
- Review of Graded Individual Submissions
  - Assignment 1: 2-3 Page Event Concept Summary
  - Assignment 2: PR & Marketing Strategies and Tactics Plan
  - Assignment 3: Sponsor Asset Inventory and Investment Levels (with associated benefits)

Assessment Rubric(s)  
To be provided as appropriate for specific assignments
- Final in-Class Presentation Must Incorporate the Following:
  - Objectives for Event and Definition of Event Success
  - Date, Location, and Target Audience (Size and Demographics)
  - Creative Look and Feel
  - Comprehensive PR Plan
  - Comprehensive Sponsorship Plan
  - Comprehensive Event Budget
  - Plan for Personal Experience Management
  - Crowd and Operations Systems Management
- Overview of Lecture & Discussion: Prevalent Themes in TOUR 221
  - Ends Management
  - Market Management
  - Psychological Contracts
  - High Quality Leadership
  - Extending the Box
- Lecture & Discussion: Class Ends and Means
- Case Study Review & Discussion: What Constitutes an Event
- The 6-Point Icebreaker – Selecting Group Project Assignments and Teams

## **Assignment 1 – Due, February 7: Concept Summary**

### Class 2: January 31 - Mission Driven Programming

Topics to be covered

- Lecture and Discussion
- Instructor Event Business Plan Presentation and Class Discussion/Critique
- Class Discussion – Career Fair Volunteer Selection of Pre- and Day-of Roles
- Reminder/Q&A for Assignment 1 (Due February 7)

### Class 3: February 7 – Comprehensive PR Planning

Topics to be covered

- Lecture & Discussion
- Class Discussion – Career Social – 4 weeks out
- Group Discussion – Event Concept Selection and Creation
- **Assignment 1 Submission: Concept Summary (2 copies)**
- **Assignment 2 – Due February 21 – PR Plan**

February 14 – Happy Valentine’s Day

### Class 4: February 21 – Comprehensive Sponsorship Planning

Topics to be covered

- Lecture & Discussion
- Class Discussion – Career Social – 2 weeks out
- Group Discussion – PR Plan Creation
- **Assignment 2 Submission: PR Plan (2 copies)**
- **Assignment 3 – Due March 21 – Sponsorship Plan**
- **Homework for Feb 28 class – Crowd Tragedy Research**

### Class 5: February 28 – From Concept to Site Design; Effective Crowd Management and Public Safety Strategies

Topics to be covered

- Lecture & Discussion
- Class Discussion – Career Social – 1 week out
- No Group Discussion

March 7 – Career Social

March 14 – No Class (Columbus Day Holiday)

### Class 6: March 21 – Personal Experience Management

Topics to be covered

- Lecture & Discussion
- Class Discussion – Career Social in Review
- Group Discussion – Sponsorship Plan Creation
- **Assignment 3 Submission: Sponsorship Plan (2 copies)**

### Class 7: March 28 - Operations Systems Management

Topics to be covered

- Lecture & Discussion
- Group Discussion – Creation of Operations Plan

### Class 8: April 4 – Comprehensive Event Budgeting

Topics to be covered

- Lecture & Discussion
- Group Discussion - Budget Creation

### Class 9: April 11 – Comprehensive Event Volunteer Management

Topics to be covered

- Lecture & Discussion
- Group Discussion - Volunteer Plan Creation and Prep for April 18 Presentations

### **April 18 – Private Group Executive Summary Presentations to Instructor**

Group 1: 4:30 p.m.

Group 2: 5:05 p.m.

Group 3: 5:40 p.m.

Group 4: 6:15 p.m.

April 25 – Groups Meet on Own

### **May 2 – Final In-Class Presentations**

### **Group Experience Surveys Due by May 1**

#### **Core Values Commitment**

The College of Education & Human Development is committed to collaboration, ethical leadership, innovation, research- based practice, and social justice. Students are expected to adhere to these principles. <http://cehd.gmu.edu/values/>

#### **GMU Policies and Resources for students**

##### *Policies*

- Students must adhere to the guidelines of the Mason Honor Code (see <http://oai.gmu.edu/the-mason-honor-code/>).
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).

- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

#### *Campus Resources*

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/aero/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://course support.gmu.edu/>.
- The Writing Center provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing (see <http://writingcenter.gmu.edu/>).
- The Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance (see <http://caps.gmu.edu/>).
- The Student Support & Advocacy Center staff helps students develop and maintain healthy lifestyles through confidential one-on-one support as well as through interactive programs and resources. Some of the topics they address are healthy relationships, stress management, nutrition, sexual assault, drug and alcohol use, and sexual health (see <http://ssac.gmu.edu/>). Students in need of these services may contact the office by phone at 703-993-3686. Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://ssac.gmu.edu/make-a-referral/>.

For additional information on the College of Education and Human Development, please visit our website <http://cehd.gmu.edu/>.

### **Syllabus Addendum Page 1**

#### **Themes and management components to be considered throughout TOUR 221 student experience:**

##### Ends Management

- Every part of project and event management leads to a desired End.
- Every idea, every action, every reaction, and every decision, all lead to a destination; that destination can be defined as what your world will look like WHEN you are successful.
- If something is not related to your Ends in some way, then it shouldn't be part of your management plan or implementation.

##### Market Management

- Your target markets are the segments of your population who are interested in a product or service, have the means to acquire it, and may be broken down into submarkets that have similar demographic qualities.
- Marketing is meeting the WANTS and not the needs of your markets.
- Sometimes you need to move the market to you; other times you need to move to meet the market.
- Understanding your markets includes viewing your events in a 360-degree perspective and viewing Return-on-Investment (ROI) as not being random, but rather as part of the planning and implementation process.

##### Psychological Contracts

- The unspoken, unwritten, unacknowledged agreement of trust between two parties, the psychological contract (or PC) is the basis for every relationship, every interaction, and every expectation.
- The PC has primarily been applied to human resource management, but is equally applicable to event project management.
- Violation of the PC is the primary reason that trust is lost, desired market segments become unavailable, and the foundation of the relationship between two (or more) parties becomes unstable.



### Personal Experience Management

- We live in an age where individuals want it when they want it, how they want it, and have the desire to have unique experiences.
- Personal Experience Management is the concept of meeting each individual's wants as if each person is their own Market.
- Understanding the PC expectations and desired ends of individual (market) needs will lead to success in Personal Experience Management

### High Quality and Ethical Leadership

- In healthy management environments, there is generally high quality leadership.
- Through high quality leadership, there is inspiration, motivation, creativity, communication, mentoring, education, and other aspects of success.
- Event project management requires leadership at every level, including but not limited to internal aspects such as human resource management and program design, and external aspects such as developing trust relationships with your markets.

### Extending the Box

- The term "thinking outside the box" implies that the solution in a situation is often outside your normal range of thought.
- The term "thinking inside the box" implies that the solution in a situation is generally in your past experiences and institutional knowledge.
- "Extending the box" is a term that states that the box should never stop growing. Each solution that is outside the box becomes part of your standard decision process in the future. The box is ever-extending, ever-expanding, and the creativity that comes with "thinking outside the box" becomes part of one's everyday management.

## **Syllabus Addendum Page 2**

### **Key Components to TOUR 221**

#### Class ENDS:

- Students will have met, achieved, or understood the Course Objectives (detailed on the first page of the class syllabus).
- Through the Tour 221 Apprentice project, students will understand and have experience in creating a comprehensive event business plan, one that illustrates a complete picture of their proposed event and how it meets the Ends that the producer has set.
- Students will extend the box in their thinking, not relying upon rubrics in completion of their business plan, but rather creating a document that stretches their creativity, range of concept consideration, and implementation strategies and tactics that are most appropriate for their events.

#### Class MEANS:

- Students will research out-of-class, discuss in-class, and learn from the instructor and from each other about many aspects of event project management, including:
  - Designing event concepts from scratch
  - Pre-planning, macro vs. micro timeline planning, and budget creation
  - Venue selection
  - Developing programs and operations strategies
  - The creation of a marketing and revenue generation plan
  - Financial management
  - Logistics and operations management
  - Volunteers and other human resources
  - Risk and emergency management
  - Crowd management
  - Survey and evaluation
- Students, in teams, will create a comprehensive business plan for an event that meets required criteria, incorporating all of the areas of event project management that are listed above, and will present that business plan as part of the Tour 221 Apprentice exercise.