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George Mason University
College of Education and Human Development
Tourism and Event Management

TOUR 221 (001): Event Implementation & Evaluation
3 credits, spring 2019
Tuesday, 4:30-7:10 p.m., Innovation Hall, Room 209, Fairfax Campus

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Faculty

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Office Hours: By Appointment
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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. Any student who misses less than 2 classes will receive a bonus of 5 points on their final grade. 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 receive credit for class attendance. While there is no text book for this class, required readings or research will be distributed either electronically or in-class. 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) Group discussion and debate about a case study or topic; 2) Lecture; 3) Group team work related to the semester-long project. At the end of the class, homework (if any) will be assigned for the next class(es).

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.

6. **Extra Credit** – Each student begins the semester with a maximum grade of 103%; that is, if a student receives the maximum score on each grading area, actively participates in the class, and attends every class, (s)he would receive a grade of 103 (out of a maximum 100). Thus, each

student is provided 3 points of extra credit from the start of the semester.

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** – Any/all submitted papers, if any, must be written and sourced using APA style unless otherwise indicated by the professor. 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; please, no Facebook or other social media applications. Failure to abide by this policy will result in a loss of points on a student's final grade (as much as 5% for repeated violations).
- 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."
- You will be assigned a seat on the 2nd class day; it is yours every class. If a seat is vacant, it is assumed the student is absent and will be graded as such.

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	Weight	Date
Attendance AND Participation on each class day – 3% per class	For 10 identified	30%	
Assignment 1: Foundation Grant Application (3% Bonus for Grant Recipients)	Individual Grade	8%	Sunday, 1/27 @ 11:59 p.m.
Assignment 2: Event Design Questions Link:	Individual Grade	8%	Sunday, 2/3 @ 11:59 p.m.
Assignment 3: PR Plan (Survey) Link:	Group Grade**	8%	Sunday, 2/17 @ 11:59 p.m.
Assignment 4: Sponsorship Plan Link:	Group Grade**	8%	Sunday, 3/3 @ 11:59 p.m.
Assignment 5: Program & Experience Management	Group Grade**	8%	Sunday, 3/24 @ 11:59 p.m.
Assignment 6: Budget Plan Link:	Group Grade**	8%	Sunday, 4/7 @ 11:59 p.m.
Group Experience Survey Link: To be sent on or about 4/12	Individual Grade	5%	Sunday, 4/21 @ 11:59 p.m.
Group Presentation	Team Grade*	15%	Tuesday,
Participation and Class Contributions (Instructor Discretion)	Individual Grade	5%	
TOTAL		103%	

* Indicates student only receives full credit if (s)he is present and actively taking part in presentation.
** Different team member submits each time

Grading Policies

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		

<u>Professional Dispositions</u>
Students are expected to exhibit professional behaviors and dispositions at all times. See
https://cehd.gmu.edu/students/polices-procedures/

<u>Core Values Commitment</u>
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/

<u>GMU Policies and Resources for Students</u>

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 silenced 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://coursessupport.gmu.edu/.

For information on student support resources on campus, see https://ctfe.gmu.edu/teaching/student-support-resources-on-campus

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

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

Class 1: January 22 – Course Overview and Introduction
Topics to be covered
• Class Overview and Objectives, Methodology/Student Evaluation
• Class Structure and Learning Environment
  o Group Discussion – Case Study Review and Alternate Scenarios
  o Lecture
  o Group Project Work Time
• Student Introductions and Personal Experience Management Planning
• Overview of Semester Project, Leading to Group Presentation
  • Foundation Grant Request (Assignment 1)
  • How Teams are Formed
  • Submission Schedule
    o Event Design Questions (Assignment 2)
    o PR & Marketing Plan (Assignment 3)
    o Sponsorship Plan (Assignment 4)
    o Program and Site Plan (Assignment 5)
    o Budget Plan (Assignment 6)
    o Group Experience Survey (Assignment 7)
  • Final Presentation
• Prevalent Themes in TOUR 221
• Lecture & Discussion: Class Ends and Means
• ASSIGNMENT 1 Preview – Due Sunday, 1/27

Class 2: January 29 - Mission Driven Programming
Topics to be covered
• Case Study: Discovering the Mission for Fox Chase Farm
• Lecture/Discussion: Mission-Focused Event Design
• Instructor Event Business Plan Presentation and Class Discussion/Critique
• Group Discussion – Initial Event Concept Creation
• ASSIGNMENT 2 Preview – Due Sunday, 2/3

Class 3: February 5 – Comprehensive PR Planning
Topics to be covered
• Case Study: Braddock District Battle of the Bands
• Lecture & Discussion: Creative PR for Events
• Group Discussion: Review & Answering Event Design Questions
• ASSIGNMENT 3 Preview – Due Sunday, 2/17
• HOMEWORK ASSIGNED – Event Tragedy Research and Elements of Crowd Management

Class 4: February 12 – From Concept to Site Design; Effective Crowd Management and Public Safety Strategies
Topics to be covered
• Case Study Review – Event Tragedies, Presented by Class
• Lecture & Discussion: Crowd Management and Preventing Catastrophes

Class 5: February 19 – Comprehensive Sponsorship Planning
Topics to be covered
• Case Study: Frostival Sponsorship Challenge
• Lecture & Discussion: A Macro and Micro Look at Event Sponsorships
• Group Discussion – Determining Event PR Strategies and Tactics
• ASSIGNMENT 4 Preview – Due Sunday, 3/3

February 26 – Private Group Meetings with Instructor
Group 1: 4:30 p.m.
Group 2: 5:00 p.m.
Group 3: 5:30 p.m.
Group 4: 6:00 p.m.
Group 5: 6:30 p.m.

Class 6: March 5 – Programming & Personal Experience Management
Topics to be covered
• Case Study – Understanding and Applying Retail/Attraction Models for Events (Starbucks, Disney, IKEA, and Wegmans)
• Lecture & Discussion – Creating Outstanding Experiences
• Group Discussion – Determining Sponsorship Strategies and Tactics
• ASSIGNMENT 5 Preview – Due Sunday 3/24

March 12 – No Class (Spring Break)

Class 7: March 19 - Operations Systems Management
Topics to be covered
• Case Study – World Police & Fire Games (Fairfax 2015)
• Lecture & Discussion – Operations Systems Management for Event Success
• Additional Lecture & Discussion – Risk & Emergency Management

Class 8: March 26 – Comprehensive Event Budgeting
Topics to be covered
• Case Study – Brewfest Variations
• Lecture & Discussion – Event Budgeting for "the Inexperienced"
• Group Discussion – Program and Personal Experience Management

Class 9: April 2 – Survey & Evaluation
Topics to be covered
• Case Study – Celebrate Fairfax! Festival
• Lecture & Discussion – Survey & Evaluation
• Group Discussion – Implementing a Data Acquisition Plan

Class 10: April 9 – Comprehensive Event Volunteer Management
Topics to be covered
• Case Study – Wine Festival Volunteer Recruitment Challenges
• Lecture & Discussion – Volunteer Recruitment, Retention, and Management for Events
• Group Discussion – Event Budgeting

<u>Class 11: April 16 – Guest Panel</u>
Tentative Panelists:
- Janice Leary, Independent Music Industry Professional
- Mark Letson, Managing Partner, EastCoast Entertainment
- Heather Moran, CEO & Executive Director, Sixth & I

<u>April 23 – Teams Meet on Own or with Instructor (Upon Request)</u>

<u>April 30 – Final Presentations</u>
Presenting in Rainbow Order

<u>Themes and management components to be considered throughout TOUR 221 student experience:</u>

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.

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 semester 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.