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

TOUR 221-001: Event Implementation & Evaluation
(3 credits) Spring 2024
Tuesday, 4:30-7:10 p.m., Angel Cabrera Global Center, Room 1302A,
Fairfax Campus

Faculty
Name: Barry Feil
Office Hours: By Appointment
Office Location: Meetings will be arranged on-campus or via electronic means
Office Phone: 703-732-6284
E-Mail Address: bfeil@gmu.edu or Barry@FeilManagement.com

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 4% deduction from your total grade. No make-ups are permitted. Lateness of up to 30 minutes will result in a -1 for your attendance that day. Greater lateness times will result in greater deductions.

2. **Semester Project** – This semester's TOUR 221 class, *Event Implementation & Evaluation*, has been set up such that the class will be re-engineering a highly successful event, breaking the event down to its planning, production, and operational elements. Your semester project is to take those elements, do relevant research into how to re-create the event, and document that process. The objective of this project is to take the theoretical lessons you have learned in this and other classes and actually work on the project as if you were the lead staff member.

   This project cannot be worked on during a short (rushed!) time at the end of the semester. Rather, you will be working on this each and every week and we will have class discussion during every class to help you in your efforts. The project submission is expected to be individual, but you may work with other students to openly discuss your work.

3. **Class Structure** – Virtually every class day will be broken into three component parts: 1) Q&A discussion regarding either a case study or about the previous week's topic as it relates to your semester project; 2) Lecture on a new selected topic; 3) Group discussion related to the day's topic as it relates to your event re-engineering project.

4. **Required Reading and Research –** From time to time, outside-of-class readings and research will be assigned as homework. These are ungraded for quality, but failure to do the work may result in failure to receive credit for that work.

5. **Textbooks** – In lieu of textbooks, required readings or research are often provided or required.

It is expected that if a student is called upon in class to answer a question or offer an opinion/comment, that the student will be prepared.

6. **Extra Credit –** Each student begins the semester with a maximum grade of 104%; that is, if a student receives the maximum score on each grading area, actively participates in the class, and attends every class, they would receive a grade of 104 (out of a maximum 100). Thus, each student is provided 4 points of extra credit from the start of the semester.

7. **Missed Work** - Should a student miss a class they are 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 and additional materials 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 and online work, if any, must be written in a professional manner. Such submissions are not intended to be done in an academic style, but rather as if the student is an employee of a business submitting a proposal or report to their employers or clients. Guidance will be provided by the Instructor as needed and appropriate. Assignments submitted late without Instructor approval will be downgraded 20% per day.

9. **Crediting Outside Sources** – Citing of sources is required and appropriate if information provided by student is taken from another source. <u>Failing to provide source information is considered to be a serious</u> <u>violation. Failure to provide any citations where it is obvious that information is not the original thought of the</u> <u>student is subject to failure or the assignment of a grade of "0."</u>

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 any in-class breaks. Students may bring beverages and/or snacks into class <u>but are expected to not be eating meals</u> during class time. The intent of this class is to provide students with the understanding of what it is 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 the ability to create 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 if provided in advance (generally available by 10 p.m. on the day prior to the class).
- 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% of final grade 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, and 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 (e.g., Blackboard, VIA, hard copy).

Assignments and Examinations	Weight	Detail
Attendance – 4% per class	56%	4% For Each of 14 Class Days
Homework Question Submissions	11%	1% For Each of 11 Submissions
In-Class Discussion Participation Points	6%	
Event Improv	6%	3% Each for Midterm and Final
Semester Project	25%	
TOTAL	104%	

Grading
Policies

A+	= 98 – 104	B+	= 87 – 89	C+	= 77 – 79	D	= 60 – 69
A	= 93 – 97	B	= 83 – 86	C	= 73 – 76	F	= 0 – 59
A-	= 90 – 92	B-	= 80 – 82	C-	= 70 – 72		

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

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 (https://catalog.gmu.edu/policies/honor-code-system/)

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://ds.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 VIA should be directed to viahelp@gmu.edu or https://cehd.gmu.edu/aero/assessments. Questions or concerns regarding use of Blackboard should be directed to https://its.gmu.edu/knowledge-base/blackboard-instructional-technology-support-for-students/.

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 16 – Course Overview and Introduction
Topics to be covered:
• Overview and Student Introductions
• Syllabus Review and Class Structure
• Overview of Semester Project
     • Re-Engineering Concept Overview
     • Event Description and Process for Project Performance
     • Weekly Research and Preparation
     • Grading Structure
• Lecture & Discussion: Class Ends and Means

Class 2: January 23 - Mission Driven Programming
Topics to be covered:
• Faculty to Staff (F/S) Discussion: The Nature of a Nonprofit Community Festival
• Lecture/Discussion: Mission-Focused Event Design
• Student to Student (S/S) Discussion – Achieving Mission Results Through a Community Festival
• Homework – Prepare 5 Questions for Next In-Class Discussion

Class 3: January 30 – Systems Planning and Event Logistics
Topics to be covered:
• F/S Discussion: Mission and Nonprofit Engagement Q&A
• Lecture/Discussion: The Foundations of Operational Management
• S/S Discussion – Operations Management
• Homework – Prepare 5 Questions for Next In-Class Discussion
• Required Research – Assigned Event Tragedy

Class 4: February 6 – From Concept to Site Design; Effective Crowd Management and Public Safety Strategies
Topics to be covered:
• F/S Discussion: Systems Planning and Event Logistics Q&A
• Lecture/Discussion: Event Tragedies, Presented by Students
• S/S Discussion – Site Planning and Crowd Management
• Homework – Prepare 5 Questions for Next In-Class Discussion

Class 5: February 13 – Programming & Personal Experience Management
Topics to be covered:
• F/S Discussion: Site Planning and Crowd Management Q&A
• Lecture/Discussion: Creating Outstanding Experiences
• S/S Discussion – What Makes a Great Experience
• Homework – Prepare 5 Questions for Next In-Class Discussion

Class 6: February 20 – Vendor and Exhibitor Management
• F/S Discussion: Creating Amazing Experiences Q&A
• Lecture/Discussion: Vendor and Exhibitor Management
• S/S Discussion – The 5 Ws of Vendor & Exhibitor Management
• Homework – Prepare 5 Questions for Next In-Class Discussion

Class 7: February 27 – Event Improv (Midterm Exam)
• F/S Discussion: Vendor & Exhibitor Management
• Event Improv (Midterm Exam)
• Homework – Envisioning the Perfect Music Festival

Spring Break – No class on March 5

<u>Class 8: March 12 – Management of Entertainment and Attractions</u>
- F/S Discussion: Spring Break – Expectations and Reality
- Lecture/Discussion: The Why and How of Talent Buying and Attraction Acquisition
- S/S Discussion – The Role of Entertainment in our Festival
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 9: March 19 – Comprehensive Sponsorship Planning</u>
Topics to be covered:
- F/S Discussion: Selecting and Booking Entertainment
- Lecture/Discussion: The Importance of a Comprehensive Sponsorship Program
- S/S Discussion – Matching Sponsorship to Experiences
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 10: March 26 – Comprehensive PR Planning</u>
Topics to be covered:
- F/S Discussion: Creating and Implementing Sponsorships
- Lecture/Discussion: Strategies and Tactics of Public Relations and Marketing
- S/S Discussion – Linking PR and Marketing to Experiences and Operations
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 11: April 2 - Comprehensive Event Budgeting, Operations, and Risk Management</u>
Topics to be covered:
- F/S Discussion: PR and Marketing to Maximize Revenue
- Lecture/Discussion: Event Budgeting 101
- S/S Discussion – How Do We Make our Festival Profitable
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 12: April 9 – Human Resource Management for Events</u>
- F/S Discussion: Budgeting for Success
- Lecture/Discussion: Management of Volunteers and Temporary Labor
- S/S Discussion – Human Resources for our Festival
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 13: April 16 – Survey & Evaluation</u>
Topics to be covered:
- F/S Discussion: Implementing a Volunteer/Staffing Plan
- Lecture/Discussion: Survey & Evaluation Strategies and Tactics
- S/S Discussion – Data Planning for Surveys
- Homework – Prepare 5 Questions for Next In-Class Discussion

<u>Class 14: April 23 – Event Improv (Final Exam)</u>
Topics to be covered:
- F/S Discussion: Survey & Evaluation for Future Planning
- Event Improv (Final Exam)
- F/S Discussion – Q&A for Final Project Submission and Semester Wrap-Up
- Homework – Finalize and Submit Project by Sunday, May 1st/May 5th

<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 from 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/understanding a comprehensive event 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 event 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 and activate out-of-class, discuss in-class, and learn from the instructor and from each other about many aspects of event project management, including:
  - Understanding the elements of a major event
  - Designing event concepts from scratch
  - Pre-planning, macro vs. micro timeline planning, and budget creation
  - Venue selection and utilization
  - Developing programs and operations strategies
  - The creation of a marketing and revenue generation plan
  - Budget planning
  - Logistics and operations management
  - Volunteers and other human resources
  - Risk and emergency management
  - Crowd management
  - Survey and evaluation