

**George Mason University**  
**School of Recreation, Health and Tourism**

**TOUR 221: Event Implementation & Evaluation (3 credits)**  
**Spring, 2011**

DAY/TIME:	Tues., 4:30 – 7:10	LOCATION:	Krug Hall, Rm. 204
INSTRUCTOR:	Barry Feil	EMAIL ADDRESS:	bfeil@gmu.edu or barry.feil@fairfaxcounty.gov
OFFICE LOCATION:	12000 Government Center Parkway, Suite 247, Fairfax, VA 22035	PHONE NUMBER:	703-732-6284 (SMS Texts Accepted in Case of Emergency Situations)
OFFICE HOURS:	Upon Request	FAX NUMBER:	703-222-9784

**PREREQUISITES**

TOUR 220 (3 credits)

**COURSE DESCRIPTION:**

This course provides students with case studies and hands-on opportunities to evaluate events and provide the means for successful event implementation, including post-event analysis and recommendations for improving event quality. All facets of event management are considered, including the economic, social, environmental and cultural impacts in relation to an event's programs and services.

**COURSE OBJECTIVES:**

At the completion of this course, you will be expected 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) Be able to 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) Be able to 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.

## COURSE OVERVIEW:

1. **Attendance** – Regular attendance is essential to your success in TOUR 221. Attendance will be taken at the beginning of class and after break each class meeting. The success of this class is based on interaction of the students and sharing of view and opinions. Each missed class (for 13 class days) will result in a 3% deduction from your total grade. 5% of your final grade will be based upon your active participation in class discussions and in-class activities. No make-ups are permitted under any circumstances.
2. **Required Reading/Take-home Assignments** – As there is no text book for this class, required readings will be distributed either electronically or in-class. It is expected that all readings will be completed not later than the next class date. Should a take-home assignment occur, whether it is graded or not, it is expected that the assignment will be completed and submitted by the start of the next class. Failure to do so will result in a “zero” for attendance for the class date the reading/project is due.
3. **In-class Projects and Exercises** – On most class days, students will participate in an in-class exercise relevant to the topics being instructed. There is no make-up of missed exercises and each, along with the instruction in the topic, are absolutely essential to being able to produce a high quality Semester Project.
4. **Individual Projects** – All graded work is expected and required to be individual in nature. That is, students working on the same event concepts are expected to not share their ideas, vision, implementation strategies, etc...
5. **Project Submission** – Written projects/papers must be submitted in class and by e-mail to [barry.feil@fairfaxcounty.gov](mailto:barry.feil@fairfaxcounty.gov). At the time the document is received, or at the earliest possible time soon after, the instructor will send a confirmation of the e-mail. Failure to receive an instructor confirmation should be construed by the student that the document did not “go through.” **Failure to submit an assignment will result in a “0” grade being assigned for that project. Grades for unexcused late submissions will be reduced by 25% for each day of lateness.**
6. **Extra Credit** – Each student begins the semester with a maximum grade of 105%; 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 105 (out of a maximum 100). Thus, each student is provided 5 points of extra credit from the start of the semester. No additional extra credit opportunities will be provided for any non-excused reason.
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. Power points of lectures may be provided electronically, but do not contain all of the detailed materials related to the subject areas being covered.
8. **Final Exam** – The Final Exam is a take-home multiple choice and short answer test, which will likely require 1-2 hours to complete. It will be provided to students on the next to last class day and due on the final day of class for the semester. It is the student’s responsibility to request an electric copy of the exam if he/she will not be in class when it is distributed. If the student will not be in class on the final day of the semester, he/she must scan, fax, or mail the exam to the instructor (information will be provided on the exam on how and where to send each of these) not later than the due date. No exceptions!
9. **Papers/Reports** – Any/all submitted documents are required to be submitted in SINGLE SPACED or 1.5 SPACING format, in paragraph or outline/bullet form as appropriate. Double spacing is not permitted. Students are expected to make reports easy-to-read yet comprehensive in their scope. If single spacing, please provide a space between paragraphs. Proper use of the English language is required.

Misspellings, run-on or incomplete sentences, or other grammatical errors will be counted against the student’s grade. A paper CAN have high quality information and analysis, but receive a poor grade if presented with misspellings or

poor grammar. On any and all submitted papers, 30% of the grade will be based upon grammar, use of language, and presentation style/quality, and 70% on content, potential for actual implementation and quality/depth of details and material provided.

10. **Crediting Outside Sources** - Footnotes are appropriate if information provided by student is taken from another source.
11. **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 recommence 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.

### **REQUIRED FOR EVERY CLASS:**

1. Be prepared with your laptop and class PowerPoint and materials (or printouts if you wish to not bring your laptop) if provided in advance (e-mailed to you by 10 p.m. Monday evening). If the PowerPoint is not provided, then handouts will be issued in class instead.
2. Laptops 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).
3. 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.
4. Be prepared with an opinion or answer at all times. The nature of this class is that discussion is vital to learning. Wrong Answers are always preferable to No Answer! Often there is no correct answer; only varying opinions.
5. Be on time. If you have a class that ends just before this class elsewhere on campus, do not waste time. Latenesses, especially on a repeated basis, may affect your final participation grade.
6. Train your mind to think of the "why" and the "how," and not just the "what."

### **REQUIRED TEXTS AND READINGS:**

There are no required texts for this class. Assigned readings will be sent via e-mail to students, or distributed in-class as appropriate. Recommended readings may occasionally be announced.

## EVALUATION:

Assignment	Grade	Weight	Due Date
Pre-Midterm Mini-Paper		5%	2/8
Semester Project		25%	4/26 (bonus points by 4/19)
In-Class Group Think Activities		6% (2% each)	2/2, 3/8, 4/26
Final Exam (Take-Home)		25%	5/3
CLASS PARTICIPATION/INSTRUCTOR EVALUATION		44% (3% per class plus 5% at Instructor discretion)	
<b>TOTAL</b>		105%	

## GRADING SCALE

A = 94 – 100

B+ = 88 – 89

C+ = 78 – 79

D = 60 – 69

A- = 90 –

B = 84 – 87

C = 74 – 77

F = 0 – 59

93

B- = 80 – 83

C- = 70 – 73

## TENTATIVE COURSE SCHEDULE:

1. January 25, 2011 – Overview (4:30 – 5:30 only)
  - Class Overview
  - Objectives
  - Methodology
  - Student Evaluation
  - Semester Project
    - i. Options:
      1. The Silent Disco
      2. Civil War Education and Reenactment
      3. Greenology (The Science of Green Living)
  
2. February 1 – Class 1 – Service and Quality
  - Understanding the Vital Role of High Quality and Ethical Implementation in Event Success
  - Events in Everyday Life
  - Guest Services Discussion
  - Assignment of Pre-Midterm Mini-Paper (3-5 pages)
    - Evaluation of Safety, Service, and Satisfaction Strategies
    - Service Assessment
      - What they do well?
      - What they can do better?
      - Who are the competition, and what differentiates them?
      - What else would you recommend?
      - Variables affecting performance and customer experience
    - Recommendations from the future General Manager
    - Options
      - IKEA
      - Wegmans
      - Build-a-Bear
      - Wal-Mart
      - Target
      - Five Guys
      - Chuck E. Cheese
      - Apple Store
      - George Mason Bookstore
      - Patriot Center on a Men's Basketball Game Day
      - Other (Must be Approved by Instructor)

3. February 8 – Class 2 – Mission Driven Programming
  - Mini-Paper Due (3-5 pages)
  - Understanding Your Audience
  - Event Design: Concept to Successful Reality
  - Understanding Your Event – a 360 Degree Perspective
  - Creating Ends, Means, Strategies and Tactics
    - i. Ends, Means, Strategies and Tactics
    - ii. Event Concepts, Systems and Operations in Use
      1. Crowd Management, Risk Management, and Safety Measures
      2. Guest Services
      3. Operations Planning
      4. Safety
    - iii. Variables
      1. Examples:
        - a. Compare to Industry Norms
        - b. Time of Day Visited
        - c. Number of visitors in group (i.e.: 2 vs. 12)
        - d. Age of visitors in group (i.e.: similar experience for young families vs. all over 12 years old)
      2. Other Types?
4. February 15 – Class 3 – Understanding Crowd Behaviors
  - Crowd Management Planning
  - Understanding Disaster Scenarios
  - Basic Site Design Concepts
5. February 22 – Class 4 – Operations Planning and Execution
  - Basic Operations Strategies
  - Effective Event Timelines
  - Operations Budgeting
  - Logistics Charts
  - Organizational Charts & Human Resource Management
  - Data Management
  - Real-life Scenarios/Solutions and Group Think Activity #1
6. March 1 – Class 5 – Risk and Contracts
  - Risk Management and Emergency Planning
  - Understanding Insurance & Liability for Events
  - The Art of Negotiating Contracts
  - In-Class Negotiating Workshop
7. March 8 – Class 6 – Marketing & Promotion
  - Marketing & Promoting an Event
  - Developing a PR Plan
    - a. Square Pegs: Finding the Perfect Plan to Fit the Event
    - b. Strategies vs. Tactics
    - c. Traditional vs. Web 2.0 PR Efforts
    - d. Value vs. Cost
    - e. Creativity vs. Facts
    - f. Achieving and Tracking Results
    - g. Follow-up

- Group Think Activity #2
8. March 22 – Class 7 - Sponsorships
    - Generating, Implementing & Retaining Sponsorships
    - Valuation of Sponsorships
    - Understanding Sponsorship Negotiations
    - In-Class Activity
  
  9. March 29 – Class 8 – Finance Management for Event Producers
    - Budgeting for Events
    - Understanding Cash Flow
    - Short and Long Term Financial Strategies
    - Maximizing Revenue Streams vs. Upsetting the Guest Experience
    - In-Class Activity
  
  10. April 5 – Class 9 – Incredible Guest Experiences
    - Creating an Event Experience
    - Managing Guest Expectations
    - Volunteer Program Design and Management
  
  11. April 12 – Class 10 – Programs and Entertainment
    - Concepts of Program Development
    - Cohesively Meshing Programs, Sponsorships, and Volunteers
    - Designing a Stage Schedule
    - Booking Entertainment
    - Final Paper Review
  
  12. April 19 – Class 11
    - Survey and Evaluation
      - Scientific vs. Anecdotal
      - 360 Perspective
      - Web 2.0 Tools
      - Focus Groups and Crowdsourcing
      - In-Class Activity
    - Developing a Post-Mortem Report
    - Planning and Implementing Future History
    - Final Paper Early-Submission Deadline (10 Bonus Points)
  
  13. April 26 – Class 12
    - The Apprentice: Tour 221 – Group Think Activity #3
    - Final Paper Absolute Deadline
    - Final Exam (Take-Home) Distributed
  
  14. May 3 – Class 13
    - Final Exam Due at START of Class
    - The Apprentice: Tour 221 – Board Room Presentations
    - End-of-Semester Wrap-up

*Note: Faculty reserves the right to alter the schedule as necessary.*

### *Student Expectations*

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University 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 must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

### *Campus Resources*

- The George Mason University 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 George Mason University Writing Center staff 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/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

