

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

**TOUR 221: Event Implementation & Evaluation (3 credits)**  
**Spring, 2015**

DAY/TIME:	Tues., 4:30 – 7:10	LOCATION:	Robinson A412
INSTRUCTOR:	Barry Feil	EMAIL ADDRESS:	barry.feil@fairfaxcounty.gov
OFFICE LOCATION:	12000 Government Center Parkway, Suite 247, Fairfax, VA 22035	PHONE NUMBER:	703-732-6284 (Texts Accepted in Case of Emergency Situations)
OFFICE HOURS:	Upon Request	FAX NUMBER:	703-222-9784

**PREREQUISITES**

TOUR 220 (3 credits)

**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 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.  
Accurately assess the challenges and successes of varying types of events.
- 3) Create a viable event marketing and public relations plan based on a given event's assets, needs, stakeholders and organizational mission.
- 4) Produce a comprehensive post-event critique and report, which details recommendations for change and methods for future implementation.
- 5) Perform a crowd management assessment and be able to implement changes or new protocols for the safety of event attendees.
- 6) 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 (as applicable) each class meeting. 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. A 3-point bonus will be provided for students who miss no more than one class day. To earn these points, student are expected to attend class and offer insight, opinions, and answers to direct questions by the instructor. An additional 5 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/Take-home Assignments** – As 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) 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 homework.
- 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 APPRENTICE: TOUR 221 exercise is designed for students to work together in teams. Each participating team member will receive a full 15 points for a successfully completed APPRENTICE presentation. Points will be deducted for students who are clearly not prepared or who did not participate in the planning process.
- 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. PowerPoint 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 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 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.

## **NATURE OF COURSE DELIVERY**

Face to Face

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

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. Recommended readings may occasionally be announced.

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

1. 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 (e-mailed to you by 10 p.m. Monday evening).
2. 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 each repeated violation).
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. Incorrect 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. Lateness, especially on a repeated basis, **will** affect your attendance and instructor discretion points.
6. Train your mind to think of the "why" and the "how," and not just the "what."
7. You will be assigned a seat on the 2<sup>nd</sup> class day; it is yours every class!

## EVALUATION

Assignment	Grade	Weight	Date
Attendance AND Participation on each class day – 4% per class		40%	
Graded Homework 1 – Event Ends		8%	Sep 8
Event Practical Experience – Fall for Fairfax		8%	Oct 1-4
Executive Pitch – Team Grade		8%	Oct 6
Graded Homework 2 – Executive Summary		8%	Nov 17
TOUR 221: The Apprentice – Survey		8%	Dec 6
Group Presentation – Apprentice Project		15%	Dec 8
Instructor Discretion		5%	
Attendance Bonus (no more than 1 absence)		3%	
<b>TOTAL</b>		103%	

## GRADING SCALE

### Grading Scale

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	

## **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.

## **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 study one complete business plan as a group, including looking for challenges to event success.
- 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.

## TENTATIVE COURSE SCHEDULE:

### 1. September 1 – Class 1 – 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 Practical Experience (Fall for Fairfax, October 3-4)
- Overview of Semester Project (Tour 221: The Apprentice)
  - Most class days In-Class Team Work
  - All semester Out-of-Class Prep Work
  - October 9 Executive Pitch (group presentation)
  - November 17 Executive Summary (individual printed submission)
  - December 1 Teams Meet on Own (replaces class)
  - December 6 Pre-Presentation Survey (online)
  - December 8 In-Class Presentation (group presentation)
- 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

#### In-class team work

- In-class Survey for Apprentice Team Assignments

#### Post-class preparation for next class

- Homework: Readings (Provided by Instructor)
- Graded Homework #1 Due on September 8: Select and consider the large scale event of your choice. In a one page document, provide your opinions about the following:
  - a. What do you think the event producer is trying to achieve as a desired End(s)?
  - b. What are the primary and secondary markets that the event producer is looking to attract?
  - c. What are the primary psychological contract objectives from the perspective of the typical event attendee?
  - d. Identify 1 or more things this event features that required the producer to extend the box?

### 2. September 8 - Class 2 – Mission Driven Programming

#### Topics to be covered

- Announcement of Apprentice Groups (and re-seating the class)
- Lecture and Discussion
  - Ends Dictate Means for Event Planning & Production
  - A Structure for Proving Ends Success
  - Event Concept to Successful Reality
  - Understanding Your Event – a 360 Degree Perspective
  - Case Studies
- Instructor Event Business Plan Presentation Class Critique

#### In-class team work

- Apprentice Group Discussions: Desired Ends for Business Plan Events

#### Post-class preparation for next class

- Homework: Brainstorming Potential Means (Events) to Achieve Desired Ends (Producer Objectives)
- Homework: Crowd Management and Event Safety Failures

3. September 15 – Class 3 – From Concept to Site Design; Effective Crowd Management and Public Safety Strategies

Topics to be covered

- Lecture and Discussion
  - Picturing an Event Before Planning It
  - Site Design Strategies
  - Crowd Management – Successes and Failures
  - Emergency Planning
- Fall for Fairfax – On-site Event Implementation and Evaluation

In-class team work

- Apprentice Group Discussions: Concept to Event Selection

Post-class preparation for next class

- Homework: Read Contract Samples (Provided by Instructor)

4. September 22 – Class 4 – Ethical Risk Management, Insurance and Liability, and Contracts

Topics to be covered

- Lecture and Discussion
  - Ethical Risk Management
  - Concepts of Risk Management, Including Insurance and Liability
  - Understanding Concepts, Design, and Purpose of Contracts
- Fall for Fairfax – Scheduling Your On-site Visit, Event Practical and Evaluation Planning

In-class team work

- Apprentice Group Discussions: Event Selection to Detailed Event Design

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)

5. September 29 – No Class – REPLACED BY SITE VISIT and FALL FOR FAIRFAX

- Thursday or Friday Event Set-up Shift
- Saturday or Sunday Event Volunteer Shift
- Saturday or Sunday Event Evaluation Shift

6. October 5 – Class 5 - The Art of Negotiation and Basic Operations Strategies

Topics to be covered

- Lecture and Discussion
  - Fall for Fairfax Debrief and Discussion
  - The Art of Negotiation and Its Relationship to Risk Management
  - Negotiating Exercise
  - Basic Operations Strategies
  - Effective Event Timelines
  - Operations Budgeting
  - Logistics Charts
  - Organizational Charts & Human Resource Management
  - Data Management

In-class team work

- Apprentice Group Discussions: Event Design to Operational Planning

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)



7. October 12 – No Class

8. October 19 – Class 6 – Marketing & Promotion

Topics to be covered

- Lecture and Discussion
  - Development of an Event Marketing & PR Plan: Concepts, Strategies, and Tactics
  - Implementation Challenges and Opportunities for Success

In-Class Presentations

- Apprentice Executive Pitch and Class Q&A – 3 Minutes Each

In-class team work

- Apprentice Group Discussions: Event Design to Operational Planning

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)

9. October 26 - Class 7 – Sponsorships Planning and Implementation

Topics to be covered

- Lecture and Discussion
  - Concepts of Sponsorship Management
  - Communicating the Brand Message to Attain Sponsorship Program Success
  - Retention, ROI, and Psychological Contracts in Sponsorship Management

In-class team work

- Apprentice Group Discussions: Marketing & Public Relations Planning; Sponsorship & Revenue Planning

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)

10. November 3 – Class 8 – Finance Management for Event Producers

Topics to be covered

- Lecture and Discussion
  - Budgeting for Events and Understanding Cash Flow
  - Short and Long Term Financial Strategies
  - Maximizing Revenue Streams vs Upsetting the Guest Experience

In-class team work

- Apprentice Group Discussions: Budget Planning

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)

11. November 10 - Class 9 – Incredible Guest Experiences

Topics to be covered

- Lecture and Discussion
  - Concepts of Program Development
  - Cohesively Meshing Programs, Sponsorships, and Volunteers
  - Creating an Event Experience and Managing Guest Expectations
  - Survey and Evaluation

In-class team work

- Apprentice Group Discussions: Extending the Box and Personal Experience Management

Post-class preparation for next class

- Homework: Readings (Provided by Instructor)

12. November 17 - Class 10 – Volunteer Management

Graded Homework DUE at start of class

- Apprentice Event Executive Summary (1 page!)

Topics to be covered

- Lecture and Discussion
  - Volunteer Program Design and Management
  - Recruitment and Retention
  - Understanding Volunteer Motivations
  - Job Descriptions of Volunteers and their Supervisory Staff
  - Managing Expectations & Developing Positive Psychological Contracts

In-class team work

- Apprentice Group Discussions: Volunteer and HR Roles

Post-class preparation for next class

- Class Survey

13. November 24 – No Class (Happy Thanksgiving!)

14. December 1 – Teams Meet on Own – Finalize Apprentice Presentation

15. December 8 – Final Apprentice Presentations

## GMU Policies and Resources for Students

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- 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.
- 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/>].
- 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/>].
- 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/>].
- 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.

### **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/>

