George Mason University
College of Education and Human Development
School of Sport, Recreation, and Tourism Management
TOUR 221-001: Event Implementation & Evaluation
(3 credits) Fall 2020
Tuesday, 4:30-7:10 p.m., Synchronous Online Course

Faculty

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ZOOM Meeting Link:	https://us02web.zoom.us/j/3509576067?pwd=NXBvMUNvWVRqMXpka0wrbjBSMkxQdz09
ZOOM Meeting ID:	350-957-6067
ZOOM Passcode:	LBT

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-point deduction for your attendance that day. Greater lateness times will result in greater deductions. Leaving the Zoom meeting early will also result in a deduction. The Zoom link, meeting ID, and Passcode are all listed at the top of this syllabus and will not change at all during the semester.

2. **Required Reading/Surveys –** From time to time, homework/reading/videos 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 textbook for this class, required readings or research will be provided 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 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. <u>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."</u>

10. **Instructor Arrival Policy and Student Expectations** – If your instructor is not in the Zoom Meeting 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.

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 provided through the class Blackboard site, sent via e-mailed links to students, or distributed in-class as appropriate.

Required for Every Class
- Classes will be conducted solely through Zoom; while this is an online platform, consider this environment as if we were meeting in-person. Act professionally and 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. The Zoom meeting room will be available 10 minutes before the scheduled class time and you are expected to be in the room prior to the start of class. Lateness, especially on a repeated basis, **will** affect your attendance and instructor discretion points.
- All students are bound by the COVID-19 Syllabus Addendum on the back page of this syllabus.

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 each class day – 4%	For 12 classes	48%	
Assignment 1: Event Concept	Individual Grade	5%	Sunday, 9/6 @ 6p
Assignment 2: Detailed Marketing/PR Plan	Individual Grade	5%	Sunday, 9/27 @ 6p
Assignment 3: Detailed Sponsorship Plan	Individual Grade	5%	Sunday, 10/11 @ 6p
Assignment 4: Guest Experiences Plan	Individual Grade	5%	Sunday, 10/18 @ 6p
Assignment 5: Set-up of 50 Missions	Group Grade	10%	Sunday, 11/1 @ 6p
Assignment 6: Budget Plan	Individual Grade	5%	Sunday, 11/15 @ 6p
FINAL PROJECT DUE	Individual Grade	15%	Sunday, 12/6 @ 5p
Participation and Class Contributions (Instructor Discretion)	Individual Grade	5%	Ongoing Evaluation
TOTAL		103%	

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 (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 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/.

<u>CLASS SCHEDULE</u>
Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

<u>Class 1: August 25 – Course Overview and Introduction</u>
Topics to be covered
- Events in the COVID-19 Era & The Effects on this Class
- Class Overview and Objectives, Methodology/Student Evaluation
- Class Structure and Learning Environment
  - o Open Dialogue – Case Study Review and Alternate Scenarios
  - o Lecture
  - o Breakout Room Discussions
- Student Introductions and Personal Experience Management Planning
  - Overview of Semester Project
  - Overview, Objectives, and Opportunities
  - Inspiration for Event
  - Use of the Goosechase Platform
  - Use of Groups
  - Individual vs. Group Submissions
  - Method for Submissions
  - One-on-One Meetings
  - Final Project Submission
- Prevalent Themes in TOUR 221
- Lecture & Discussion: Class Ends and Means
- ASSIGNMENT 1 Preview – Due Sunday, 9/13 @ 6 p.m.

<u>Class 2:   - September 1 - Mission Driven Programming</u>
Topics to be covered
- Case Study: Discovering the Mission of an Organization and Its Events
- Lecture/Discussion: Mission-Focused Event Design
- Instructor Event Business Plan Presentation and Class Discussion/Critique (Model for Final Project)
- Breakout Room Discussion – Elements and Design of Event Concept
- Class Discussion and Q&A for ASSIGNMENT 1 (due 9/13)

<u>Class 3: September 8 – Comprehensive PR Planning</u>
Topics to be covered
- Case Study: Braddock District Battle of the Bands
- Lecture & Discussion: Creative PR for Events
- Breakout Room Discussion: PR & Marketing Tactics
- HOMEWORK ASSIGNED – Event Tragedy Research and Elements of Crowd Management
- ASSIGNMENT 2 PREVIEW – Detailed Marketing & PR Plan – Due Sunday, 9/27 @ 6 p.m.

<u>Class 4: September 15 – From Concept to Site Design; Effective Crowd Management and Public Safety Strategies</u>
Topics to be covered
- Case Study Review – Event Tragedies, Presented by Class
- Lecture & Discussion: Crowd Management and Preventing Catastrophes
- Breakout Room Discussion – Site Design Elements and Crowd Management Implications in a COVID-19 Era
- ASSIGNMENT 2 Q&A

<u>Class 5: September 22 – Comprehensive Sponsorship Planning</u>
Topics to be covered
- Case Study: Fundraising for a New Event
- Lecture & Discussion: A Macro and Micro Look at Event Sponsorships
- Breakout Room Discussion – Sponsorship Strategies, Tactics, and Elements
- ASSIGNMENT 2 Q&A (Due 9/27)
- ASSIGNMENT 3 PREVIEW – Detailed Sponsorship Plan – Due Sunday, October 11 @ 6 p.m.

Class 6: September 29 – 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
• Breakout Room Discussion – Incorporating a Model for Outstanding Experiences for Event Participants
• ASSIGNMENT 4 PREVIEW – Guest Experiences Plan (Due Sunday, October 18 @ 6 p.m.)
• ASSIGNMENT 3 Q&A

Class 7: October 6 – Goosechase Demo, Set-up, and Group Instructions
Topics to be covered
• Use of the Goosechase Platform
• ASSIGNMENT 5 PREVIEW – Set-up of 50 Missions (Due Sunday 11/1 @ 6 p.m.)
• ASSIGNMENT 3 Q&A (Due 10/11)
• ASSIGNMENT 4 Q&A (Due 10/18)
• Breakout Room Discussion – Group Discussion of Missions, Member Roles, Deadlines, Follow-up

Class 8: October 20 – Comprehensive Event Budgeting,
Topics to be covered
• Case Study – Concert Series Budget Variations
• Lecture & Discussion – Event Budgeting for "the Inexperienced"
• Breakout Room Discussion – Budget Elements
• ASSIGNMENT 6 PREVIEW – Budget Plan (Due Sunday, 11/15 @ 6 p.m.)
• ASSIGNMENT 5 Q&A (Due 11/1)

Class 9: October 27 - Operations, and Risk Management
• Case Study – Risk Management
• Lecture & Discussion – Operations Systems Management for Event Success
• Lecture & Discussion – Risk & Emergency Management
• Breakout Room Discussion – Operational Planning & Risk Mitigation
• ASSIGNMENT 5 Q&A (Due 11/1)
• ASSIGNMENT 6 Q&A (Due 11/15)

ELECTION DAY – November 3
Homework – Be Prepared to Discuss Election Day as an Event

Class 10: November 10 – Special Topic Discussion
• Election Day as an Event – A Post-Mortem Discussion
• ASSIGNMENT 6 Q&A (Due 11/15)
• FINAL PROJECT Q&A (Due 12/6; 5 Bonus Points if Submitted by Monday, 11/30)

Class 11: November 17 - Survey & Evaluation
Topics to be covered
• Case Study – Survey Data Usage
• Lecture & Discussion – Survey & Evaluation
• Group Discussion – Implementing a Data Acquisition Plan
• FINAL PROJECT Q&A (Due 12/6; 5 Bonus Points if Submitted by Monday, 11/30)

Class 12: December 1 – Comprehensive Event Volunteer Management
Topics to be covered
• Case Study – Beer Festival Volunteer Recruitment Challenges
• Lecture & Discussion – Volunteer Recruitment, Retention, and Management for Events
• Group Discussion – Event Volunteers and Human Resources
• FINAL PROJECT Q&A (Due 12/6)

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 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 semester-long project.

SAFE RETURN TO CAMPUS AND REMOTE LEARNING GUIDANCE FOR STUDENTS ENROLLED IN CEHD COURSES

Both a Safe Return to Campus and Successful Remote Learning Depend on YOU.

All students are required to take Safe Return to Campus Training prior to visiting campus: it is, however, recommended for all Mason students. Training is available in Blackboard.

Students are required to follow the university's public health and safety precautions and procedures outlined on the university Safe Return to Campus webpage.

All students in face to face and hybrid courses must also complete the Mason COVID Health Check daily, seven days a week.
- You may not come to class if you receive a Yellow or Red email response to the Mason COVID Health Check.
- You may only come to class if you receive a Green email response to the Mason COVID Health Check.
- If you suspect that you are sick or have been directed to self-isolate, quarantine, or get testing do not go to class.
- Faculty are allowed to ask you to show them that you have received a Green email and are thereby permitted to be in class.

Disability Services: Students unable to participate in a course in the manner presented, either due to existing disability or COVID comorbidity risk, should seek accommodations through the Office of Disability Services.

Campus Closure: If the campus closes or class is canceled due to weather or other concerns, students should check Blackboard, Mason email, or the Mason website for updates on how to continue learning and information about any changes to events or assignments.

Participation and Make-up Work: CEHD instructors will work with students to find reasonable opportunities to make up class work or assignments missed due to documented illness. Begin by contacting your instructor for guidance. For further assistance, students may contact their program and the CEHD Office of Student and Academic Affairs (cehdsaa@gmu.edu).