Program Approval Form

Action Requested:
- [X] Create New (SCHEV approval required except for concentration, minors, and certificates)
- [ ] Delete Existing
- [ ] Modify Existing (check all that apply)
  - Title (SCHEV approval required except for concentration, minors, certificates)
  - Degree Requirements
  - Application Requirements
  - Other Changes:

Type (Check one):
- [ ] B.A.
- [ ] B.S.
- [ ] Minor
- [ ] Undergraduate Certificate
- [ ] M.A.
- [ ] M.S.
- [ ] M.Ed.
- [ ] Ph.D.
- [ ] Graduate Certificate
- [ ] Concentration
- [X] Other: Specialization

College/School: School of Management
Submitted by: Angel Burgos
Department: MBA
Ext: 8949
Email: Aburgos2@gmu.edu

Effective Term: Fall 2010

Please note: For students to start a new degree, minor, certificate or concentration, the program must be fully approved, entered into Banner, and published in the University Catalog.

Justification: (attach separate document if necessary)

See attached.

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<tr>
<th>Program Title: (Required)</th>
<th>Existing</th>
<th>New/Modified</th>
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<tbody>
<tr>
<td>MBA</td>
<td>MBA</td>
<td>Tourism and Events Management</td>
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<th>Concentration Title(s):</th>
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<td>MBA</td>
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| Admissions Standards / Application Requirements: |
| (Required only if different from those listed in the University Catalog) |

| Degree Requirements: |
| (Consult University Catalog for models, attach separate document if necessary using track changes for modifications) |

TOTAL CREDITS REQUIRED: 12

Approval Signatures

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<tr>
<th>Department</th>
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<th>College/School</th>
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<th>Provost’s Office</th>
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If this program may impact another unit or is in collaboration with another unit at Mason, the originating department must circulate this proposal for review by those units and obtain the necessary signatures prior to submission. Failure to do so will delay action on this proposal.

<table>
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<tr>
<th>Unit Name</th>
<th>Unit Approval Name</th>
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For Graduate Programs Only

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<th>Graduate Council Member</th>
<th>Provost Office</th>
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For Registrar Office’s Use Only: Received Banner Catalog revised 11/3/09
A proposal to establish a

Tourism and Events Management specialization
in the
Master of Business Administration program.

(For consideration in January 2009)

This paper presents a proposal for the establishment of an MBA specialization in Tourism and Events Management. It describes a unique and powerful academic partnership between the School of Management and the College of Education and Human Development/School of Recreation, Health, and Tourism. The proposal has been developed and refined with the benefit of months of regular discussion and collaboration between colleagues from both schools.

The Mason MBA program provides a high-level, professional education in business administration. It is offered as both a part-time and traditional full-time program. The curriculum integrates functional areas with an emphasis on group work, information technology, and the global business environment. The 30-credit core curriculum provides a solid foundation of skills across a broad range of management disciplines, thereby preparing students to join the next generation of business leaders. The integrated elective courses that concentrate the students’ skill and knowledge development activities have immediate application in the workplace and to a variety of specific industries. The Mason MBA program is, therefore, well suited to the needs of professionals in a variety of fields, most especially those operating in commercial sector industries and those that are of growing significance to the Virginia economy.

A rapidly growing industry that has a commensurate growing need for the next generation of business leaders is the tourism and events industry. Tourism is the third largest industry in Virginia, and is particularly important to the economic vitality of the Northern Virginia region. It is an industry that needs good research support, educated professionals, and dynamic leadership. The Mason undergraduate program in Tourism and Events Management, along with a Master of Business Administration specialization in Tourism and Events Management (MBA [TEM]) can prepare professionals, administrators and managers to succeed in a very demanding business field that has sufficient uniqueness to warrant a special academic specialization.

The Tourism and Events Industry
The Bureau of Labor Statistics predicts a 14-30% increase in employment in tourism and event businesses between now and 2016. In Virginia, the biggest employment growth in tourism and events will be in management positions. Business managers in the field are employed in such settings as resorts and lodging facilities, destination marketing organizations, tour companies, arts venues, environmental areas, meetings and conventions, festivals, amusement parks and entertainment facilities, restaurant and hospitality services, adventure recreation, cultural and heritage interpretation, and destination development.
Furthermore, tourism is a major global industry (ranked third in volume of foreign trade) that provides opportunities for international business. Professionals in the field are increasingly expected to develop international perspectives in their training and practice.

Undergraduate Education in Tourism and Events Management
The B.S. in Tourism and Events Management at Mason is a unique, cutting edge program of professional preparation that currently has over 170 majors and approximately 40 minors. The strong management orientation to the curriculum is enhanced by the choice of many TEM majors who also
pursue an undergraduate minor in business. TEM undergraduate majors at Mason complete coursework and field experience in marketing, administration, research methods, resort management, planning and policy, event planning and implementation, meetings and convention management, finance, sustainable tourism, legal issues, leadership, and global understanding.

**Proposed Requirement for the MBA – Tourism and Events Management**

The proposed MBA specialization in Tourism and events management is structured just like the existing MBA specializations. It maintains the requirement to complete a common set of core courses (30 credits), 4 specific courses (12 credits) as a foundation for the concentration, and a defined set of MBA 700-level electives to complete the overall 48-credit requirement. Three of the four specific specialization courses will be offered by the School of Recreation, Health, and Tourism as TOUR 700 level courses. Note that, while the TOUR courses would be open to qualified MBA students in other concentrations, it is unlikely that those students would take these courses unless specifically encouraged by the School of Management (by including TOUR courses in the lists of approved electives).

Existing admission standards and procedures will be applied to students interested in the new specialization. Cohort structures will also be used. The degree requirements are:

**Core Courses (30 credits)**

- MBA 603 Managerial Economics and Decisions of the Firm (3)
- MBA 612 Managing Costs and Evaluating Performance (1.5)
- MBA 613 Financial Reporting and Decision Making (3)
- MBA 623 Marketing Management (3)
- MBA 633 Statistics for Business Decision Making (3)
- MBA 638 Managing Operations and Technology for the Digital Enterprise (3)
- MBA 643 Managerial Finance (3)
- MBA 653 Organizational Behavior and Human Resource Management (3)
- MBA 673 Legal Environment for Management (1.5)
- MBA 678 Strategy and Organizational Leadership (3)
- MBA 798 Global Business Perspectives (3)

**Elective Courses (15 credits)**

After completing the core courses, students must complete a series of market-driven elective courses. Students pursuing a Master of Business Administration with a Tourism and Events Management specialization will complete the following TOUR courses: (TOUR courses are described and an explanation of why each existing MBA course is particularly relevant to the tourism and events management market is offered).

NOTE: MBA students specializing in TEM are allowed to take only 9 credits of non MBA coursework towards the degree. The 9 credit of coursework is restricted only towards courses that are defined to constitute the TEM specialization.

**TOUR 710 Advanced Administrative Practices in Tourism and Events (3)**

*This course will explore best practices in the administration of tourism and events businesses. Particular emphasis will be placed on contract management, and strategic planning for dynamic markets and changing technologies, with specific applications to geographically dispersed consumers and suppliers.*
TOUR 712  Marketing Tourism and Event Planning Services (3)
This course goes beyond goods marketing to focus on the unique challenges and opportunities faced by tourism and event marketers in producing, delivering, pricing, and promoting tourism and event services.

TOUR 720  Major Events and Convention Management (3)
This prepares graduate students for managing large scale events such as major festivals, conventions, sporting events, cultural exhibitions, and commercial exhibitions. Management of human financial, information, and technological resources will be emphasized.

either MBA 721  Marketing Decision Systems (3)
In a very competitive world and in a market place that is volatile, marketing decisions are important and managers require appropriate tools to be successful.
or MBA 722  Consumer Behavior (3)
Understanding the needs and behaviors of customers and guests will lead to effective management practices.

and 3 credits from the following 700-level electives:

MBA 711  Entrepreneurship (3)
Especially relevant due to the fact that most tourism and event corporations are partnerships or small businesses that require entrepreneurial skills to maintain viability and vitality. The industry is characterized by a large percentage of new start-ups, and this course will provide a good follow-up to students’ undergraduate training in business planning.

MBA 712  Project Management (3)
Tourism and event projects are complex undertakings that require managers to plan and manage at every stage.

MBA 713  Human Resource Management (3)
In service industries, it is the service providers that are most important in defining the product. Effective management of human resources is, therefore, critical to success.

MBA 714  Managing Growth of Small Businesses (3)
Most tourism and event enterprises are small businesses will potential for growth.

MBA 718  International Marketing (3)
This course offers the potential for TEM students to identify and respond to the unique elements of marketing and operating a tourism enterprise in the international setting.

MBA 724  Marketing Communications (3)
Tourism marketing communications relies on a wide range of media and offers a wide range of messages.

MBA 725  Leadership (3)
Most undergraduate programs in tourism and events management provide a good background in leadership development. However, more leadership theory and applications in the business setting will round out the students preparation for being a leader of tomorrow.

MBA 726  Principles of Negotiation (3)
Working with suppliers, customers, performers, and allied businesses requires negotiation skill. This course will very beneficial.

Benefits to the School of Management
The MBA program, as proposed, provides a direct benefit to the tourism and events industry by providing a unique opportunity to gain advanced education that enhances the abilities of professionals already working in the field, as well as by preparing prospective professionals for leadership and management service in their chosen field. Adding a Tourism and Events specialization also benefits the School of Management in several ways:

1. The proposed MBA - Tourism and Events Management demonstrates the much-valued collaboration between academic units that university trustees and administrators strongly encourage. The institutional goodwill engendered by this innovative partnership will be significant.

2. This specialization will add diversity to the MBA program and attract students from a heretofore untapped professional market.

3. The School of Management will add a popular program option and generate new students from throughout the country and from around the world.

4. The new specialization strongly enhances the international perspectives that have been developed in the MBA program.

5. New courses and options can be added without the cost of teaching them. Additional students in the core courses and MBA electives will generate revenue for the School of Management.

**Enrollment projections**

It is expected that, initially, each MBA cohort will include 3-5 students specializing in Tourism and Events Management. Other MBA students who enroll in the TOUR courses will help to create the critical mass needed for a quality learning experience in the TOUR classes. This initiative will set Mason apart in the nation and it is reasonable to expect that, in the future, the enrollment will increase due to the strong reputation of the MBA specialization in Tourism and Events Management.

**General**

The proposed MBA (TEM) is a natural graduate follow-up to the newly approved and well regarded BS (TEM) degree offered at Mason. The undergraduate degree offered through the School of Recreation, Health, and Tourism is strongly management oriented, and closer ties between both programs will benefit the students and the faculty. An MBA with a specialization in Tourism and Events Management would be a highly marketable graduate degree for professionals in this field and those professionals will have a positive impact on the international business stage that, in turn, will reflect positively on George Mason University and the School of Management. This MBA (TEM) degree would be a powerful example of academic collaboration and early explorations of the idea with senior administrators at the University have met with extremely positive encouragement and interest.
TOURISM AND EVENTS MANAGEMENT FACULTY

Dr. Russ Brayley, Professor and Coordinator

Dr. Brayley received his Ph.D. from Texas A&M University in 1990. He is an internationally recognized scholar who has published dozens of manuscripts, presented at international conferences and symposia, and co-authored three widely adopted textbooks. He has worked as a city administrator, government consultant, and educator in Canada and the United States. He has served in leadership positions in professional associations (including President of the Resort and Commercial Recreation Association), and is active in several organizations that support tourism development in Northern Virginia. Dr. Brayley has co-authored widely used textbooks on Financial Management in Sport, Tourism and Leisure Services, and on Management of Commercial Recreation and Tourism.

Dr. Peter Dieke, Associate Professor

Dr. Dieke, received his Ph.D. from the University of Strathclyde in the United Kingdom in 1988. A leading scholar in International Tourism Development, his research focuses on policy, planning and implementation strategies for less developed countries, with a regional interest in sub-Saharan Africa. Dr. Dieke’s teaching specialties include sustainable tourism, tourism policy and planning, tourism in less developed countries, global understanding of tourism, tourism economics, ecotourism, political economy model of tourism development.

He has also advised governments and undertaken assignments for several international organizations, including United Nations Development Programme (UNDP); World Tourism Organization (WTO); United Nations Educational, Scientific and Cultural Organization (UNESCO); UN Economic Commission for Africa (ECA); the African Union (previously Organization of African Unity - OAU); British Council; the Foundation for Democracy in Africa; NEPAD (The New Partnership for Africa’s Development); ATLAS Africa (Association for Tourism and Leisure Education), etc.

Dr. Margaret (Maggie) Daniels, Associate Professor

Dr. Daniels received her Ph.D. from Clemson University in 2002. She has conducted extensive fieldwork in the areas of tourism planning and policy, supply resource promotion and event management as pertaining to local economic development. She partners with agencies in the Washington DC metropolitan area to assist them with event and tourism implementation and evaluation. Dr. Daniels is a prolific researcher and has a combination of over fifty published papers, book chapters, professional presentations and technical reports to her credit. She has spearheaded research in the niche event area of wedding consulting and has a newly released book entitled Wedding Planning and Management: Consultancy for Diverse Clients written with Carrie Loveless and published by Elsevier. Dr. Daniels is currently working on a series of collaborative studies with the Smithsonian Institution’s National Air and Space Museum. She is also conducting research with the National Park Service on the National Mall and Memorial Parks Management Plan.

Dr. Min Park, Assistant Professor

Dr. Park received her Bachelor’s degree from the Han Yang University’s College of Social Sciences in 1989 and a Master of Arts degree in Hospitality and Tourism Management from the Han Yang University in Seoul, Korea. She also holds a Master of Science in Leisure Studies from The Pennsylvania State University. She received her Ph.D. in Recreation, Park, and Tourism Sciences from Texas A&M University.
Dr. Park has professional experience as a research manager with the Maryland Office of Tourism Development under the Department of Business and Economic Development where she was involved in a variety of research projects and developed a number of research analyses and technical reports.

**Dr. Anne Soper, Assistant Professor (RAK campus)**

Dr. Soper received her Ph.D. from Indiana University in 2006. She maintains research interests in tourism planning and development, sustainable resource use, development in island and peripheral states, and cultural/heritage tourism. Dr. Soper has professional experience as a private consultant, military analyst, crime analyst, administrator, and administrative department head.

**Dr. Shawn Lee, Assistant Professor**

Dr. Lee received his Ph.D. in Hospitality and Tourism Management from the Pamplin College of Business at Virginia Tech in 2009. He earned his masters degree in Event Management from The School of Business and Public Management at George Washington University. He has extensive professional experience in the hospitality sector and in managing events and training for international agencies and corporations. Mr. Lee’s expertise in technological applications in tourism and events is unique and highly regarded.