



**CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 4203 A  
FALL 2017  
MARKETING IN NOT-FOR-PROFIT ORGANIZATIONS**

**Instructor:** Dobrila Rancic Moogk

**Office:** TBC

**Office Hours:** In person, by phone or on BigBlueButton. Please make an appointment.

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**TA:** TBC

**Office Hours:** TBC

**Email:** TBC

**Course meets:** Mondays, 11:35 am – 2:25 pm

**Pre-requisites & precluded Courses:** Third-year standing and BUSI 2204 or BUSI 2208 with a grade of C or higher.

**The Sprott School of Business enforces all prerequisites.**

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**Course Calendar description from the 2017/2018 University calendar:**

Theories and practices of marketing in not-for-profit organizations including government. Similarities and differences between marketing in not-for-profit and for-profit organizations, and the key issues faced by marketers in developing marketing strategies in not-for-profit organizations.

**Course Description and Objectives:**

This course is organized to accomplish the following strategic goals. The first goal is to provide you with an opportunity to learn about and apply the theory of marketing in not-for-profit organizations. As a fourth-year level course, the second goal is to encourage professional practice. Your written assignments and oral presentations are expected to be of professional caliber and will be graded accordingly. Finally, the course will provide you with exposure to potential career paths in the not-for-profit sector through a series of guest speaker presentations.

Upon successful completion of the course, students should be able to:

- a. understand key challenges facing nonprofit organizations in the competitive marketplace;
- b. apply core marketing concepts and practices to nonprofit organizations;
- c. explain how marketing in the nonprofit sector is different from the for-profit sector; and

d. design, implement, and evaluate a marketing plan for achieving one or more strategic goals of a nonprofit organization.

**Reading(s)/Textbook(s):**

You are not required to purchase a formal textbook for this course.

**Required Readings**

Lectures are based on a variety of government, industry and academic sources. Consult the required readings list on the course cuLearn site to determine which readings you should complete for each class. Some of the required readings can be accessed from the library's website – click on “View Course in Ares” under the “Library Reserves” box in the left-hand column on cuLearn. Other readings can be downloaded from the authors' websites (see links on cuLearn). Additional readings may be added as the semester progresses, so make sure to regularly check the required readings list posted and updated on cuLearn.

**Materials on Reserve at MacOdrum Library**

This course operates under the assumption that you have a good grasp of basic marketing theory. If you find that you need to refresh your knowledge, you can consult any basic Introduction to Marketing textbook. For your convenience, a copy of the Kotler, Armstrong, Cunningham and Trifts text has been placed on reserve.

**Email Policy**

In keeping with Carleton University policy, your @cmail accounts must be used for any enquiries which involve confidential student information (e.g., about grades or health issues). I will endeavor to answer your emails within 48 hours; you should not expect an immediate response. I will not answer by email questions that have already been asked and answered in class. Please use the cuLearn course discussion group to ascertain whether your classmates can assist you.

**Cellular Phone Usage**

Please make sure that your phone is turned off during class, and that your wireless devices are used only for class activities as specified by the instructor; inappropriate use will affect your course marks. If an emergency situation requires you to keep your cell phone turned on, please discuss this with me prior to the class. **Under no circumstances may you use your phone to record lectures or lecture slides. You must have prior written consent to take photos/video during the class.**

**Course Requirements & Methods of Evaluation:**

**Overview of Formal Assignments**

To accomplish the course objectives several learning methods are utilized. You are strongly encouraged to participate in class discussions which are the best vehicle to practice expressing your ideas in front of others and allow others to benefit from them. Videos and/or other exercises may be integrated into the course lectures and discussions to illustrate the main points of the course and help you comprehend their practical application. The ability to work with others is an important skill to develop, even more so in not-for-profit settings where you could be

working with multiple stakeholders: colleagues, clients, institutional donors, individual donors, and outside consultants. Two major projects will allow you to gain experience working as a group while researching marketing initiatives in a not-for-profit setting. As part of one group project you will make a presentation to your colleagues. A final examination will help you consolidate your learning. Assignments will be handled as follows:

### **1. Group Assignment: Case for Support**

You will form your own groups of 4 to 6 members to write a Case for Support for a not-for-profit (NFP) of your choice. It can be one of the NFPs brought forward by the instructor or a NFP you are passionate about. On September 25, Malik Ayass, Executive Director, [The Door Youth Centre](#), (and possibly someone from other NFPs, such as [Canadian Association of Emergency Physicians](#), [The Canadian Federation of University Women](#)) will be speaking to our class. His presentation will provide the core information you need to complete the assignment, if you choose to develop a Case for Support for The Door Youth Centre. To prepare for this class you should read the full assignment description, which will be available on the course cuLearn site. You will have the opportunity to ask questions.

In addition to preparing a Case for Support you will prepare some marketing collateral – a brief (2 minutes or less) video. Your group will present this to the class as part of a 5-10 minute ‘pitch’ (based on an MS PowerPoint or equivalent slideshow) you will make on November 6. We will discuss the process for obtaining **ethical consent** to interview, photograph and/or videotape individuals for this assignment in class.

**The hard copy of your written report will be due in class on November 6, 2017. Please note that completed consent forms MUST accompany this report.** A soft copy of the written report must also be emailed to the professor by that date. A copy of your marketing collateral (video and PPT slideshow) should either be emailed to the professor, made available for viewing on a social media site or provided on a USB drive (if you have questions about this – ask in advance!).

### **2. Group Assignment: Marketing Plan**

For the second assignment, your group will prepare a marketing plan. You should think of your group as a marketing consulting firm competing for the business of a NFP of your choice. One or more NFPs will be suggested in class, or you can choose a NFP you are passionate about. Your proposal should address the needs of the Executive Director (and possibly the Board of Directors) as they seek to fulfill the objectives of the NFP. The NFP website will contain some basic information, but you are expected to include additional information found through your own research. To help with that, you will have the benefit of a Library Information Session on October 2.

Your written report should reflect professional standards of preparation. Please refer to the grading rubric posted on cuLearn for detailed instructions on how to complete this assignment. Please note that resumes for every group member must be included in the final written report. A representative from the Business Career Management Centre will make a presentation on resume writing to assist with this.

**This assignment is due in class on December 8, 2017.** A soft copy of the written report must also be emailed to the professor by that date.

**3. Final Exam**

The final exam will take place within the regular examination period. It will draw upon all materials discussed during class lectures, all reading materials included on the ‘required readings’ list posted on cuLearn, and information shared during guest speaker presentations. More details concerning the exact format of the exam will be discussed in class closer to the exam time.

**Attendance**

Attendance will be taken on the days when group presentations are being made and for the Library Information Session. Failure to attend class or leaving early without prior permission on these days will result in a **2% penalty per class** to your final grade. If you are not able to attend due to illness, please ensure that you submit the appropriate medical certificate at the next class. Since the presentation represents part of the group’s grade, your group contract should include how the group has decided to deal with members who cannot be present during the presentation. If you are a member of a team representing Carleton or Sprott, and are not able to attend the presentations due to a team commitment, your coach can provide documentation via email to my address indicated above. Note that this person cannot be another student. **Attending practice sessions for case competitions or make-up classes for other courses are not considered sufficient reason to miss class in this course.**

**Summary of Evaluation Components**

Group Assignment: Case for Support	Report = 25% Marketing Collateral = 10% Presentation = 5% <b>Total = 40%</b>
Group Assignment: Marketing Plan Proposal for an NFP	<b>Written Proposal = 35%</b>
Final Exam	<b>25%</b>

**INFORMATION ON GROUP ASSIGNMENTS**

The intent of group assignments is to provide an opportunity for students to practice managerial skills as well as learn from each other in a more intimate setting than the classroom provides. Group work does NOT consist of dividing the assignment up into parts to be completed by individuals and then be thrown together into one document the night before the assignment is due. Especially in a course that emphasizes professional practice standards this is not recommended. The report should flow as one piece of writing, not a collection of individual styles. Since you are considered to be working on the entire assignment together, you are all jointly and individually responsible for any infractions of academic integrity. This means that if one of you plagiarizes or fails to cite sources properly, all of you will receive the same penalty. You do not have recourse to the excuse that you personally did not complete that portion of the assignment.

Further, since you are preparing for careers as managers, I expect you to be able to manage your

group process in a professional manner. You are responsible for the hiring (and possible firing) decisions that you and your group make. When you make your group contract you should take these matters into account. Group resources prepared by the Sprott School of Business have been posted to the course cuLearn site. I expect you to make use of these resources.

Please note that all assignments are to be handed in during the first half hour of class on the date stated in the course outline. If your assignment is late, you must make arrangements to deliver the assignment to the TA at a time that is mutually convenient; neither the TA nor I will make a trip to campus just to pick up your assignment. **Late assignments will be penalized at the rate of 5% per day.** Do NOT slide your assignment under the professor's office door. There is a 100% penalty for assignments found on my office floor.

### Course Schedule:

Tentative class schedule

Date	Class focus	Deliverable
Week 1 Sep 11	<b>Class Introduction</b> For next class: Bring a copy of your most up-to-date resume	
Week 2 Sep 18	Guest speaker: Katie LeBlanc, Resume writing Class Topic: Why Study Not-for-Profit Marketing?	
Week 3 Sep 25	Guest speaker: Case for Support, Malik Ayass, Executive Director, <a href="#">The Door Youth Centre</a> Class Topic: Fundraising & Case for Support	
Week 4 Oct 2	Library Information Session: presented by Trish O'Flaherty Class Topic: Issues Faced by NFPs	
Week 5 Oct 9	<b>Statutory Holiday – no classes!</b>	
Week 6 Oct 16	Guest speaker, tentative: Marketing Communications Strategies for NFPs	<b>Ethics application due by email: Friday, October 20, 2017</b>
Week 7 Oct 23	<b>Fall Reading Week – no classes!</b>	
Week 8 Oct 30	Class Topic: NFP Challenges	
Week 9 Nov 6	<b>Case for Support presentations</b>	<b>Written reports + copy of marketing collateral due</b>
Week 10 Nov 13	Guest speaker, tentative: Digital Marketing for NFP Museums	
Week 11 Nov 20	Guest speaker, tentative: Marketing NFP Sports Associations	
Week 12 Nov 27	Class Topic: Charitable Giving – Impact on Segmentation	
Week 13 Dec 4	Guest speaker, tentative: Social Enterprises and Novel Marketing Methods for NFPs	
Week 13 <b>Friday, Dec 8</b>	<b>Course Wrap Up</b>	<b>Marketing Plans due</b>

**While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.**

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodations

*For Students with Disabilities:*

The Paul Menton Centre for Students with Disabilities (PMC) provides services to

students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

*For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

*For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not

be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <http://carleton.ca/studentaffairs/academic-integrity>.

### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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