

CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 4203 A  
FALL 2020  
MARKETING IN NOT-FOR-PROFIT ORGANIZATIONS  
LAST REVISED JULY 30, 2020

**Instructor:** Dobrila Rancic Moogk

**Office:** TBC

**Office Hours:** In person, following the current COVID-19 restrictions, by phone or on BigBlueButton. Please email to make an appointment.

**Email:** Dobrila.RancicMoogk@carleton.ca

**Phone Number:** TBC

**TA:** TBC

**Office Hours:** TBC

**TA Email:** TBC

**Modality:** \*Online (\_\_ hrs asynchronous and/or \_ALL\_ hrs synchronous)

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

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**Course Calendar description from the 2020/2021 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 Prerequisites:** 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 Description and Learning Outcomes:**

This course is designed to provide you with an opportunity to learn about and apply marketing theories and practices specific to not-for-profit organizations. You will:

- **Learn about key challenges facing nonprofit organizations in the competitive marketplace.** This will provide colour on how marketing in the nonprofit sector is different from the for-profit sector.
- **Apply core marketing concepts and practices to nonprofit organizations with focus on cutting-edge digital techniques.** You will acquire hands-on experience with several digital marketing tools and techniques.

- **Practice professional/consulting communication.** Your written assignments and oral presentations should be of professional caliber, *delivered with sensitivity* to the receiving party, your classmates, and nonprofit organizations.
- **Discover potential careers in the not-for-profit sector.** Accomplished nonprofit sector marketing professionals will present to you on both their subject area expertise and their career paths.

### **Required Resources:**

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

**Important note:** This course will include a series of workshops that will incorporate introduction to several digital marketing and video production tools. Bringing your laptop to in-person classes (if any) will be invaluable to your learning and getting familiar with the tools.

### **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. 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.

### **Course Norms:**

#### **Use of cuLearn**

The course cuLearn website contains all the pertinent course information. This site will be the primary source for course announcements and distribution of materials including assignments, supplemental readings, etc. Grades will be posted to cuLearn as soon as they become available. In case of (in-person) class cancellation (e.g. due to inclement weather), an announcement will be posted on cuLearn as soon as possible.

#### **Email Policy**

In keeping with Carleton University policy, your @cmail or @carleton email account 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. 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 in-person classes. If an emergency situation requires you to keep your cell phone turned on, please discuss this with me prior to the

in-person class. **Under no circumstances may you use your phone or computer to record lectures or lecture slides. You must have prior written consent to take photos/video during the class.**

**Course Requirements & Methods of Evaluation:**  
**Summary of Evaluation Components**

Your grade for this course will be computed from the following:

○ Class Contribution		10%
○ Individual Case for Support brochure and letter/email		30%
○ Google Ads Certification Tests (3 assessments, 7%+7%+6%)		20%
○ Group assignment: Case for Support		
Video and Presentation	5%	
Report	10%	
Group assignment total		15%
○ Group project: Google Ads – for full marks, need to start early!		
Presentation	10%	
Report	15%	
Group project total		25%
Total		100%

**Class Contribution**

This part of the evaluation will assess the *quality* of your in-class contribution over the course of the term. Your contribution may include sharing examples from your experience, asking insightful questions, presenting a point of view, or drawing conclusions. Questions and comments during assignment and project presentations and guest speaker talks will be particularly valued.

The quality of your course experience will be directly related to the quality of the in-class contributions. You are strongly encouraged to make every effort to share your thoughts, experiences, and questions with your colleagues – this is the best vehicle to practice expressing your ideas in front of others and allow others to benefit from them. Coming to class alone will earn no class contribution marks as it is not an attendance mark. For additional notes on attendance, please see below.

**Group Assignments (aim for teams of 4-5)**

As part of the course, you will find a not-for-profit organization to work with. It can be one of the NFPs brought forward by the instructor or an NFP you are passionate about. The group assignments consist of a Case for Support (CfS) for the not-for-profit, and a Google Ads project. Your team will be providing your group assignments work back to the NFP.

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

Early in the course we will introduce Case for Support, a marketing concept specific to the NFP world. On September 16, Kelly Eyamie, Marketing Manager at [Diefenbunker](#) and possibly others, will be speaking to our class. Their presentations will provide the core information you need to complete the assignment, if you choose to develop a Case for Support for Diefenbunker or the other NFP(s). To prepare for the class you should read the full assignment description, which will be available on the course cuLearn site and take the opportunity to ask questions.

In addition to delivering a Case for Support report you will develop a brief (2 minutes or less) video. Your group will present this to the class and NFP representatives as part of a 5-10 minute 'pitch' (based on an MS PowerPoint or equivalent slideshow) you will make on October 21. We will discuss the process for obtaining *ethical consent* to interview, photograph and/or videotape individuals for this assignment in class. **Any in-person video recording will have to follow current COVID-19 related guidelines.** To help you with the video development, you will receive a video workshop from the Media Production Centre on September 30.

**This report is due via cuLearn at the beginning of the class on October 21, 2020. To receive the marks for the report, you need to email the report to your NFP contact, copying the instructor. Please note that *completed consent forms (if any) MUST accompany the version of the report submitted to cuLearn.* A copy of your presentation slides and a URL to the video should be submitted to the course cuLearn site as well.**

### **Group Project: Google Ads**

For the second assignment, your group will run a Google Ads digital advertising campaign for a chosen NFP. One or more NFPs will be suggested in class, or you can choose an NFP you are passionate about. To deliver on this exceptional opportunity to both your team and the NFP, your team will need to have access and permission to run the Google Ads campaign on the NFP's behalf.

The goal of this assignment is to design, implement, manage and analyze a Google Ads campaign for your chosen NFP. We will discuss the project regularly in-class, and for details, please refer to the assignment description on cuLearn.

While this project report and presentation are due at the end of the term, to obtain the best results and learning, **you will need to start early**, identifying the NFP you will work with and ensuring they have Google Ads Grant set up, ideally in September. **To be awarded 100% of the mark you receive for this project, you need to have at least 5 weeks (35 days or more) of results running Google Ads on your NFP's behalf.** This is meant to make the project a worthwhile learning experience for you while at the same time benefitting the NFP you are working with. The final project marks will be awarded by multiplying the marks for the presentation and the report with the following percentage for the number of days ads were running:

100% for 35 days or more  
96% for 28-34 days  
92% for 21-27 days  
88% for 14-20 days  
84% for 7-13 days  
80% for 6 days or less.

Keep in mind that, **if your NFP of choice does not have Google Ads Grant running already, you will have to guide them to apply for it first (we will discuss this in class)**. Applying for and setting up the grant is not difficult, provided that you have the support of and/or access to the right people within the NFP (e.g. those in IT support). However, the approval process may take two weeks or more. You will have to have this finalized before you can start running the ads.

**The final project report is due via cuLearn at the beginning of the class on December 2, 2020. To receive the marks for the report, you need to email the report to your NFP contact, copying the instructor. In the same class, your team will deliver a 15 min presentation of your report, for the purposes of broader in-class sharing and learning. A copy of your presentation slides should also be submitted to the course cuLearn site.**

### **Individual Case for Support brochure and letter/email**

Marketers in NFPs (as well as in small to medium-sized companies) develop and design marketing campaigns, including the required content, such as emails and letters, supported by brochures, infographics, and posters.

For this assignment, you will envision a campaign delivering an NFP's Case for Support to a target audience (individual or institutional donors, sponsors, volunteers) via email/letter and a 2-page brochure. The NFP may be one of the NFPs brought forward by the instructor or an NFP you are passionate about.

**This assignment is due via cuLearn at the beginning of the class on November 11, 2020. In the same class, you will deliver a 1-2 min presentation of your report, for the purposes of in-class sharing and learning. Details to follow in class and in the assignment description on cuLearn.**

### **Individual Google Ads Tests / Certifications**

To prepare you for the Google Ads group project and to extend your learning, you will pursue Google Ads Search, Display, and Video certifications, as per <https://support.google.com/google-ads/answer/9029201?hl=en>, with the on-line study guides of about 2.5, 1.3, and 2.8 hours in length respectively, that you will complete on your own. Each assessment is 1.3 hours in duration.

The goal of this assignment is to give you an opportunity to go into the workforce with the official Google Ads certifications. The group Google Ads assignment will provide you with the on-the-job equivalent experience within which you will be able to practice some of the concepts.

Your preparation for the certification/tests will also benefit your group Google Ads project efforts, and in turn the NFP you are working with.

**The Google Ads Search and Display assessments, worth 7% of your final grade each, will be taken in class at the set time – please see set date in class schedule.** As per Google's requirements, you need to receive 80% or more to achieve certification. However, I will accept as a passing grade any result of 50% and above. Achieving a passing score on the in-class session will net you the score you achieved, e.g. 83%. If you are not satisfied with the score you achieve in the in-class exam session, you can simply re-write the exam again on your own time once the required one-day waiting period has elapsed and prior to the last day of classes, but you will incur a 20% penalty. This path will yield 80% of your score for your course evaluation criteria, e.g. with your score of e.g. 90%, your mark will be 72%. You can re-write the exam as many times as you wish.

**You will undertake Google Ads Video assessment, worth 6% of your final grade, on your own, and provide proof of the completion of this assignment via cuLearn prior the last day of classes.**

### **Attendance**

Attendance will be taken on the days when group presentations are being made. Failure to attend class or a part of it 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, or within a week. 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.**

### **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. There are group resources prepared by the Sprott School of Business that you can consult.

Please note that all assignments are to be submitted during the first half hour of class on the date stated in the course outline. **Late assignments will be penalized at the rate of 5% per day.**

### **INABILITY TO COMPLETE AN ASSIGNMENT**

The only valid excuses for missing a deadline are for medical reasons or death in the family and must be documented with a medical certificate. Any other reason (such as travel, etc.) will not be considered. In such circumstances, separate arrangements must be made in advance. If you miss a deadline for a reason that is not deemed as legitimate, your mark will be zero.

**Course Schedule:**

## Tentative class schedule

<b>Date</b>	<b>Class focus</b>	<b>Deliverable</b>
Week 1 September 9	Class Introduction  Class Topic: Why Study Not-for-Profit Marketing?	
Week 2 September 16	Guest speaker(s): Case for Support, Kelly Eyamie, Marketing Manager, <a href="#">Diefenbunker</a>  Class Topic: Case for Support	
Week 3 September 23	Guest speakers: Case for Support, Anouk Bertner, Executive Director, <a href="#">EcoEquitable</a> , Carissa Harkins, VO Connect and Operations Officer, <a href="#">Volunteer Ottawa</a> ;  Class Topic: Issues Faced by NFPs	
Week 4 September 30	Media Production Centre (MPC) Orientation: presented by Hasi Eldib	<i>Target: Google Ads Grant Set Up Countdown: 9 weeks to the end of the course</i>
Week 5 October 7	<b>Google Ads Search and Display Certification in-class exam (2x75 minutes)</b>	<b>Google Ads Search and Display test pass score</b>
Week 6 October 14	Class Topic: Organizational Capacity in NFPs	<i>Target: Google Ads running Countdown: 7 weeks to the end of the course</i>
Week 7 October 21	<b>Group Case for Support (CfS) presentations</b>	<b>Group CfS Report + Video due</b>
October 28	<b><i>Fall Reading Week – no classes!</i></b>	<i>Countdown: 5 weeks to the end of the course</i>
Week 8 November 4	Class Topics: Marketing Strategy in NFPs  In-class activity: Kiva exercise	
Week 9 November 11	<b>Individual CfS assignment presentations</b>	<b>Individual CfS Email and Brochure due</b>
Week 10 November 18	Guest speaker, tentative: Marketing Communications for NFPs  Class Topic: Fundraising, Charitable Giving	
Week 11 November 25	Guest speaker, tentative: Social Enterprises and Novel Marketing Methods for NFPs  Class Topic: Volunteering	
Week 12 December 2	<b>Group Google Ads project presentations</b>  Course Wrap Up	<b>Google Ads project due</b>
<b>Thursday, December 3 by 11:59 pm</b>		<b>Google Ads Display, Search and Video scores 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 Spratt 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

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

**Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

**Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

**Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](http://carleton.ca/pmc)

**Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](http://carleton.ca/sexual-violence-support)

**Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)

### **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: <https://carleton.ca/registrar/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/>

\* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.

### **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 <https://carleton.ca/its/get-started/new-students-2/>