



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 4203 A
FALL 2019
MARKETING IN NOT-FOR-PROFIT ORGANIZATIONS
LAST REVISED AUGUST 16, 2019**

Instructor: Dobrila Rancic Moogk

Office: TBC

Office Hours: In person, 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

Course meets: Fridays, 2:35 am – 5:25 pm

Course Calendar description from the 2019/2020 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.

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 classes 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 class cancellation 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 class. 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.**

Intellectual Property Rights

Student or professor 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). **I claim my intellectual property rights over all materials I have prepared for this course. I do not grant permission to anyone to share these materials in digital or hard copy via course note sharing websites or in person.**

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		20%
○ Google Ads Search Certification (2 assessments, 15% each)		30%
○ Group assignment: Case for Support		
Video	5%	
Presentation	5%	
Report	10%	
Group assignment total		20%
○ Group project: Google Ads		
Presentation	10%	
Report	10%	
Group project total		20%
○ Bonus Marks		2%
Total		102%

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 13 and 20 (tentative), Sylvie Belair Scharf, Director Employment and Community Services, Vanier Community Service Centre (which operates the [Gourmet Xpress](#) social enterprise) and Gavin Lumsden, Executive Producer at Rogers and a community leader behind the Boys and Girls Club Ottawa [Walk This Way](#) program 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 Gourmet Xpress or the Walk This Way program. 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 18**. We will discuss the process for obtaining *ethical consent* to interview, photograph and/or videotape individuals for this assignment in class. To help you with the video development, you will receive a video workshop at the Media Production Centre on September 27.

This report is due via cuLearn and in two (2) hard copies (one for the NFP and one for the instructor) **at the beginning of the class on October 18, 2019**. *Please note that completed consent forms MUST accompany this report. 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 (including Gourmet Xpress), 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. 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, ideally the second week in September. We will discuss the project regularly in-class, and for details, please refer to

the assignment description on cuLearn.

The final project report is due via cuLearn and in two (2) hard copies (one for the NFP and one for the instructor) **at the beginning of the class on November 29, 2019. In the same class, your team will deliver a 15-20 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 and in hard copy at the beginning of the class on November 8, 2019. 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 Search Certification

Building on the Google Ads group project learnings, you will pursue a Google Ads Search Certification, as per the Google Ads training on Academy for Ads requirements, <https://academy.exceedlms.com/student/collection/9098-google-ads-search-certification>. This consists of two assessments: Google Ads Fundamentals and Google Ads Search, 1.5 and 2 hours in duration respectively. You will complete related on-line courses (about 4 and 5 hours in length) on your own.

The goal of this assignment is to give you an opportunity to go into the workforce with the official Google Ads Search certification. The group Google Ads assignment will provide you with the required environment within which you will be able to learn and practice the concepts. Your preparation for the certification will also benefit your group Google Ads project efforts, and in return the NFP you are working with.

The Google Ads Fundamentals assessment will be taken in class at the set time – please see set date in class schedule. As per Google's requirements, you need to achieve 80% to pass this exam. Achieving a passing score on the in-class session will net you the score you achieved, e.g. 83%. If you do not achieve 80% on the exam in the in-class session, you will incur a 10% penalty but 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. You can write the exam as many times as needed to achieve the minimum 80% pass rate. This path will yield 90% of your score for your course evaluation criteria, e.g. with your score of 83%, your mark will be 74.7%.

You will undertake Google Ads Search assessment on your own, and provide the 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 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, 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.**

Bonus Marks

As a student enrolled in BUSI 4203, you are eligible to participate in behavioural research in exchange for bonus credit in this course. You will receive 1% bonus credit for each hour of participation in a research study, up to a potential maximum of 2%. Any bonus credit earned will be added to your final grade at the end of the term. Sign-up for studies is managed via the Sprott SONA research registration system, located at <https://sprott.sona-systems.com/>. All students registered in this course will receive an email from "Sprott Research Study Sign-Up System" sprott-admin@sona-systems.net at the beginning of the term, containing the user ID and password that they can use to sign in. In addition to registering to take part in studies, you can use the SONA system to track your participation and ensure that your bonus credit is recorded. If you have questions, please email: behaviourlab@sprott.carleton.ca for more information.

IMPORTANT NOTE: We do not guarantee that a full 2% bonus credit will be available. Due to variations in research schedules, the number of studies offered each term will vary. In addition, since space in some studies may be limited and certain studies may only be available for a limited time, you are encouraged to register for studies as soon as they become available.

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 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 or the instructor 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.**

INABILITY TO COMPLETE AN ASSIGNMENT

The only valid excuse for missing a deadline is 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 will be made. If you miss a deadline for a reason that is not deemed as legitimate, your mark will be zero.

Course Schedule:

Tentative class schedule

Date	Class focus	Deliverable
Week 1 September 6	Class Introduction Class Topic: Why Study Not-for-Profit Marketing?	
Week 2 September 13	Guest speakers: Case for Support, Sylvie Belair Scharf, Vanier Community Service Centre Gourmet Xpress Class Topic: Fundraising & Case for Support	
Week 3 September 20	Guest speakers: Case for Support, Gavin Lumsden, the Boys and Girls Club Ottawa Walk This Way program Class Topic: Issues Faced by NFPs	
Week 4 September 27	Media Production Centre Orientation: presented by Hasi Eldib	Workshops Video Editing Room SA617 MPC Studio SA609
Week 5 October 4	Guest speaker, tentative: Marketing Communications Strategies for NFPs Class Topic: Charitable Giving	Case for Support questionnaire due
Week 6 October 11	In-class activity: Kiva exercise (tentative) Class Topic: Organizational Capacity and Marketing Strategy in NFPs	
Week 7 October 18	Group Case for Support presentations	Group Cfs Report + Video due
Week 8 October 25	Fall Reading Week – no classes!	
Week 9 November 1	Google Ads Fundamentals in-class exam (90 minutes)	Google Ads Fundamentals pass score
Week 10 November 8	Individual Cfs assignment presentations	Individual Cfs Email and Brochure due
Week 11 November 15	Guest speaker, tentative: Digital Marketing for NFP Museums Class Topic: Volunteering	
Week 12 November 22	Guest speaker, tentative: Social Enterprises and Novel Marketing Methods for NFPs Class Topic: Marketing and Society	
Week 13 November 29	Group Google Ads project presentations Course Wrap Up	Google Ads project due
Thursday, December 5 by 11:59 pm		Google Ads Search certification due; Google Ads Fundamentals and Google Ads Search scores

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

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

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 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

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

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

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/>

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.

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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