



**BUSI 4203A**  
**Marketing in Not-for-Profit Organizations**  
**Fall 2014**

Last updated: 2014-08-18

**Professor:** Dr. Irene Lu  
**Class:** Fridays, 11:35 p.m. to 2:25 p.m.  
**Office Hours:** Fridays, 2:30 p.m. to 3:20 p.m.  
**Office:** 929 DT  
**Email:** listed under course cuLearn Mail  
**Telephone:** 613-520-2600 ext. 2970  
**Teaching Assistant:** TBA  
**Teaching Assistant Email:** TBA

**COURSE PREREQUISITES**

Third year standing and BUSI 2204 or BUSI 2208 (with a grade of C- or higher). The School of Business enforces all prerequisites.

**CALENDAR DESCRIPTION**

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 OBJECTIVES/OUTCOMES**

- 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 an nonprofit organization.

**RECOMMENDED READINGS**

Andreasen, A. R. & Kotler, P. (2008). *Strategic marketing for nonprofit organizations*. Upper Saddle River, N.J: Pearson/Prentice Hall.

Kotler, P., Hessekiel, D., & Lee, N. R. (2012) *Good Works!: Marketing and Corporate Initiatives that Build a Better World...and the Bottom Line*. Hoboken, New Jersey: Wiley & Sons.

Kotler, P., & Lee, N. (2013). *Social marketing: Influencing behaviors for good*. Los Angeles: Sage Publications.

Lefebvre, R. C. (2013) *Social Marketing and Social Change: Strategies and Tools For Improving Health, Well-Being, and the Environment*. San Francisco, CA: Jossey-Bass.

Sargeant, A. (2009). *Marketing management for nonprofit organizations*. Oxford; New York: Oxford University Press.

**MARK ALLOCATION**

Individual work (30%)	Marks
- Class Participation	10
- Exam	20
Group work (70%)	
- Student-led case discussion	15
- Fundraising project	20
- Nonprofit client project	35
<b>Total</b>	<b>100</b>

**Satisfactory In-term Performance**

- The criteria and the standards for Satisfactory In-term Performance are as follows:
  - Minimum grade of 50% on the exam
  - Minimum grade of 50% on case size-up
- Unsatisfactory In-term Performance in this course will lead to:  
 Failure in this course (regardless of the performance on the fundraising campaign and the nonprofit client project) Yes  No

## (TENTATIVE) CLASS OUTLINE/SCHEDULE

\*The professor reserves the right to modify the schedule if necessary.

Week	Date	Topics	Deliverable
1	Sep. 5	Course overview Introduction to NFP marketing Composition of teams	Team information
2	Sep. 12	Strategic planning in NFP organizations <b>Case 1:</b> <a href="#">Foundation brings Hahgenbeck: Serving the needs of Mexican seniors</a> <b>Guest speaker:</b> Pia Chin from Carleton's FutureFunder	- Team contract. - A list of three potential NFP organizations that you plan to approach for the client project.
3	Sep. 19	Marketing mix in NFP organizations <b>Case 2:</b> <a href="#">Health care center for the homeless: Changing with the times</a> <b>Case 3:</b> <a href="#">Healing through humour: Mixing mental health, comedy and business</a>	Agreement from the chosen NFP client.
4	Sep. 26	Fundraising, giving/helping behaviour, volunteer marketing <b>Case 4:</b> <a href="#">The Dana-Farber Cancer Institute: Development strategy</a> <b>Case 5:</b> <a href="#">IBM on Demand Community</a>	
5	Oct. 3	Presentation on Fundraising Plan Client project briefing	
6	Oct. 10	Marketing alliances with the private sector <b>Case 6:</b> <a href="#">Cause-related marketing: 3M as a corporate sponsor of the Canadian Breast Cancer Foundation</a> <b>Case 7:</b> <a href="#">Sickkids Hospital and Dairy Queen: Miracles From Treats?</a>	FutureFunder online fundraising application (Send one copy to cuLearn)
7	Oct. 17	<b>Guest speakers</b>	
8	Oct. 24	Social entrepreneurship Content marketing and guerrilla marketing for NFP organizations <b>Case 8:</b> <a href="#">Vartana: The Creation of a Bank for Canada's Civil Society Sector</a>	
9	Fall break		
10	Nov 7	Exam (Coverage: All course materials for weeks 1-4, 7-8)	

11	Nov 14	Client project briefing Project consultation	
12	Nov 21	Client project presentation	
13	Nov 28	Client project presentation	<ul style="list-style-type: none"> <li>- Fundraising project</li> <li>- Client project report</li> <li>- Academic integrity declaration form</li> <li>- Research ethics compliance form</li> <li>- Peer evaluation</li> </ul>

## **EVALUATION CRITERIA**

### **1. Class Participation (10%)**

Your engagement and participation are necessary for learning and success. Class participation is the classroom equivalent to professionals' participation in meetings. It is, therefore, considered important to success in this course. Mere attendance does not count towards full class participation. Effective participation implies active and continuous contribution to class proceedings on the part of students in the form of raising or answering questions, commenting on issues raised by the instructor or other students, or bringing to the attention of the class relevant items of interest from the media or personal experiences. The professor will take attendance and keep track of student participation at each class.

Arriving to class late or leaving during a class (except in extenuating circumstances and after informing the professor) is rude to the instructor and your fellow students and disruptive of the learning environment. Such behaviour is not appreciated in any situation and will affect your participation grade.

Non-compliance with basic expectations of classroom behavior can result in a zero or low overall participation grade, even if your contribution to class discussion is great.

Please note that attendance during the classes when the client projects are being presented (i.e., weeks 12 and 13) is **mandatory**; failure to attend these classes will result in a reduction of 5% of your final grade for each class missed.

### **2. Exam (20%)**

One exam will be held during regular class time. The exam will be based on lecture materials and cases covered in class. The exam format will be discussed in class prior to each test. If you miss the exam, you need to inform the professor within three days after the test day. Should you wish to

review your exam, you need to book an appointment with the professor within one week after receiving your exam grade.

### **3. Student-led Case Discussion (15%)**

Each team is expected to lead off a class discussion for one assigned case. Guidelines for case preparation and discussion will be posted on cuLearn.

### **3. Fundraising Project (20%)**

Each team is required to submit a fundraising project that benefits the Carleton community to [futurefunder.carleton.ca](http://futurefunder.carleton.ca). Detailed guidelines are available on cuLearn.

### **4. Nonprofit Client Project (35%)**

Each team is expected to work with the management of a local NFP organization for the project. Guidelines are available on cuLearn. Instructor approval (or pre-clearance) of your selected client is required. At the end of the term, each team is required to deliver a written report to the professor and their client, as well as an oral presentation to the class and their client.

## **COURSE NORMS**

### **Use of cuLearn**

This course uses cuLearn, Carleton's new learning management system. To access your courses on cuLearn go to <http://carleton.ca/culearn>. For help and support, go to <http://carleton.ca/culearn/students>. Any unresolved questions can be directed to Computing and Communication Services (CCS) by phone at 613-520-3700 or via email at [ccs\\_service\\_desk@carleton.ca](mailto:ccs_service_desk@carleton.ca).

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 line with Sprott policy, it is your responsibility to check your grades by clicking on 'Grades.' In case of class cancellation due to inclement weather, an announcement will be posted on cuLearn as soon as possible.

### **Email Policy**

The best way to contact the professor is to send her an email via cuLearn. If you wish to send her an email directly, please add "BUSI 4203" in your email's subject line. I do not respond to student emails over the weekend. During the week I will endeavor to answer your emails within 48 hours; you should not expect an immediate response. I will also not answer by email questions that have already been asked and answered in class. Please use the cuLearn course Forum (discussion board) to ascertain whether your classmates can assist you.

### **Cellular Phone Usage Policy**

The use of cellular phones is not permitted in this class. It is disruptive to the professor and other

class members. If you carry a phone to class, please make sure it is turned off. If your cell phone rings during class, you will be asked to leave the class and not return that day. If an emergency situation requires you to keep your cell phone turned on, please discuss this with the instructor prior to the class.

### **Laptop Usage Policy**

Laptop use in class is allowed for activities related to the class only. Do not use your laptop for any other purposes (e.g., surfing, emailing, etc.) which can be distractions to you and to those around you. Inappropriate use of your laptop in class will be noted and will affect your participation grade.

### **Video or Audio Recording Policy**

Not permitted.

## **CLASS POLICIES**

### **Group Peer Evaluation**

A group grade will be assigned, but not all members in the group will necessarily receive the same grade. In the last class, each group member will turn in a peer evaluation individually. Students who fail to submit the peer evaluation on time will be penalized with 10% of the total value of the group assignments. The evaluation form with detailed instruction is available at the course website.

### **Group Work**

The intent of having group assignments is to provide an opportunity for students to 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 that may be completed by individuals and then throwing those parts together into one document. That is why a certain portion of the marks is dedicated to how the assignment reads; it 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, 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 – this is GROUP work. Please keep this in mind as you complete the Academic Integrity Declaration. Sprott has a number of resources available to help you manage your group process. You can find them here: <http://sprott.carleton.co/students/undergraduate/bcom/group-work-resources/>

### **Late Penalty**

All assignments must be submitted in hardcopy in class and in Word format via cuLearn. Both hardcopy and softcopy of your assignments are due at the beginning of class on the due day. Once the lecture starts, your assignment is late. It is extremely rude to interrupt the lecture to hand your assignment in; wait until the break. Late assignments are penalized at the rate of 5% of the value of the assignment per day (e.g., an assignment worth 10 marks will be penalized 0.5 mark per day). This includes the first day. If your assignment is late, you must make arrangements to deliver the assignment to the professor or teaching assistant at a time that is mutually convenient. The staff in 810 DT will NOT accept assignments. This course is very demanding. It is to your advantage to keep up with the required work and hand your assignments in on time.

## **INABILITY TO COMPLETE AN INDIVIDUAL ASSIGNMENT OR WRITE THE EXAM DUE TO ILLNESS**

If you must miss the exam due to verifiable illness (or, in rare cases, some other circumstances beyond your control), you must submit a medical certificate or other verifiable documentation to the professor no later than seven (7) calendar days after the exam date.

The situation of students who cannot contribute to the group assignments due to certified illness will be dealt with according to the provisions of your Group Contract. Please be sure that you contribute to and are aware of the provisions outlined in your group's contract.

**For all occasions that call for a medical certificate** you must use or furnish the information demanded in: [http://www1.carleton.ca/registrar/ccms/wp-content/ccms-files/med\\_cert.pdf](http://www1.carleton.ca/registrar/ccms/wp-content/ccms-files/med_cert.pdf)

## **ACADEMIC REGULATIONS, ACCOMMODATIONS, PLAGIARISM, 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/>

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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

### **Requests for Academic Accommodation:**

#### ***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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadline for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014.

***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 or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact 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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

**Assistance for Students:**

Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

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**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.
  - Please note that you will be able to link your Carleton's email account to other non-Carleton accounts and receive emails from us. However, 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 email address. Therefore, it would be easier to respond to your inquiries if you would send all emails from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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## **Important Dates:**

### **September 2**

Fall Term Begins.  
Orientation for Teaching Assistants.

### **September 2-3**

Academic Orientation. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

### **September 4**

Fall and fall/winter classes begin.

### **September 17**

Last day of registration for fall term and fall/winter courses.  
Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

### **September 26-28**

Summer deferred final examinations to be held.

### **September 30**

Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment. Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

### **October 10**

December examination schedule (fall term final and fall/winter mid-terms) available online.

### **October 13**

Statutory holiday, University closed.

### **October 27-31**

Fall break. Classes are suspended.

### **November 7**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

### **November 24**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

### **December 8**

Fall term ends  
Last day of fall-term classes.  
Last day for academic withdrawal from fall term courses.  
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

**December 9**

No classes or examinations take place.

**December 10 – 21**

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

**December 21**

All take home examinations are due

**December 25 to January 2**

University closed

**January 5**

Winter-term classes begin.

**January 16**

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

**January 31**

Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

**February 13**

April examination schedule available online.

**February 13-21**

Fall-term deferred examinations will be held

**February 16**

Statutory holiday, University closed.

**February 16-20**

Winter Break. Classes are suspended.

**March 1**

Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

**March 6**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

**March 24**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

**April 3**

Statutory holiday, University closed.

**April 8**

Winter term ends

Last day of fall/winter and winter-term classes.

Last day for academic withdrawal from fall/winter and winter-term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

**April 9-10**

No classes or examinations take place

**April 11-23**

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

**June 8-18 (including Saturdays)**

Fall/winter and winter term deferred final examinations will be held.