

Carleton University - Sprott School of Business

Area: Marketing

Course number: BUSI 4229

Winter 2023

Marketing in the Arts and Culture Sectors

Course Outline (Final January 16, 2023)

Location: Nicol 4030

Instructors: Carole Anne Piccinin and Victoria Steele

Office: to come

Instructor Office Hours: Held online via Zoom for one (1) hour every Thursday at 10 am

Emails:

- **Carole Anne Piccinin:** caroleannepiccinin@cunet.carleton.ca
- **Victoria Steele:** victoriasteele@cunet.carleton.ca

TA: Lei Li

TA Office Hours: Contact by email to make an appointment

TA Email: leili4@cmail.carleton.ca

Modality: In person and online; 3 hours each week: Two (2) hours on campus in-person synchronous and One (1) hour online asynchronous via Brightspace) for a total of 36 hours. In the event of extreme weather, on-campus sessions may be moved to online using Zoom. You will be notified via Brightspace at least 12 hours in advance if the class will be moved online due to extreme weather.

Location: All classes will be held at Nicol 4030 except for the panel with the local arts community on January 17, 2023, which will be held at Arts Court Studio, 2 Daly Avenue, second floor. This venue is easily accessed via the Rideau LRT station.

Class Time: Tuesdays from 9:25 am to 11:25 am (Eastern Standard Time) except for the second week of class when we meet at Arts Court at 9:15 am through 11:15 am and the last week of classes when final presentations will be made in person in the classroom between 8:35 am to 11:25 am.

Prerequisites: Third year standing, and BUSI 2204 or BUSI 2208 (with a grade of C or higher in each). The Sprott School of Business enforces all prerequisites.

Course Calendar description from the [2022/2023 University calendar](#):

Advanced study of marketing within the arts and culture sectors. Facilitates sophisticated understanding of the knowledge and skills required for marketing managers to respond to changing market environments in order to bring arts and culture offerings to their target audiences.

Course Outline and Learning Objectives:

This course strives for a balance between theoretical discussions related to the role or place of the arts and culture sector in society and managerial practices of marketing as they relate to arts and culture.

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

1. Apply basic marketing principles and theories which have been adapted for use in the arts and culture sectors.
2. Assess marketing issues and problems faced by arts and culture organizations using research tools, available resources and acquired knowledge to develop marketing recommendations.
3. Generate and utilize critical and creative thinking skills, individually and within teams, in order to identify and assess marketing issues in arts and culture institutions and develop creative solutions.
4. Effectively communicate theories and recommendations related to marketing arts and culture through oral and written media.

Approach to Teaching and Learning:

This course is structured as a seminar, which means that the lecture component of the class will be kept to a minimum and the majority of classes will allow for student discussion and presentations. This means that you need to have read and thought about the articles and other content material posted online prior to attending class. A list of readings is provided prior to each session. These materials include fundamental articles and articles discussing recent developments related to the session topic for the week.

To accomplish the course objectives several learning methods are utilized. You are strongly encouraged to participate in class discussions which are the best way 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 discussions to illustrate the main points of the course and help you comprehend their practical application. A group marketing plan project will allow you to gain experience working in a group while researching marketing initiatives in the arts and culture sector. As part of the group, you will make a presentation to your colleagues.

Course Norms:

This course uses Brightspace, Carleton's online learning management system. To access courses on Brightspace go to <https://carleton.ca/brightspace>. For help and support, go to <https://carleton.ca/brightspace/students>. The course Brightspace website contains all the pertinent course information. This site will also be the primary source for course announcements and distribution of materials including assignments, readings, etc. Grades will be posted to Brightspace as soon as they become available. In line with Sprout policy, it is your responsibility to check your grades by clicking on "Grades."

Email and Correspondence Policy:

We will not answer email questions that have already been asked and answered in class. Before you write “enquiry emails” about administrative aspects of the course, check the course outline or Brightspace course Forum (Discussion Board) to see if the information you are looking for is already posted, or if your classmates can assist you. As well, we are available each week during Office Hours, and our TA also has Office Hours to assist you.

The best way to contact us (the instructors) and the TA is to send us an email via Brightspace. If you wish to send us an email directly, please add “BUSI4229A” in your email’s subject line. 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).

Response Time: We will not respond to student emails over the weekend. During the week, you need to allow two working days to hear back from us; you should not expect an immediate response. Therefore, it is best to email far in advance with questions/comments. So, for example, there is no guarantee for an immediate response to an email which was sent the day before a class or the day before the due date for a paper submission.

Email in general: Please be polite, respectful and follow good etiquette when writing emails. Write clear emails and be as brief as possible. This is good professional business practice.

Recording or Videotaping Policy:

Students are NOT permitted to audio or video record any portion of the class lectures, nor are you permitted to make digital images of the lecture slides. If you feel you require this form of accommodation, please contact the Paul Menton Centre (PMC) to formally request accommodation.

Cell Phone and Laptop Use in Class:

Class time is to be treated as a professional meeting time. We expect you to do your part to maintain a class environment of respect. Cell phones should only be used for professional purposes and not be a distraction to others. Please ensure that the ring is off, do not take calls or check emails. If you need to monitor your cell phone, e.g. because of an ongoing family emergency or health issue, please let us know about it ahead of time so that we can accommodate you with the least disruption possible.

Bring your laptop to class for academic use.

Privacy Warnings and Zoom Recordings:

Zoom classes may be recorded by the instructor. A recording of the live lectures may (but not always) be posted, approximately 48 hours after the live session. Students are not authorized to make a copy of the recorded class; it is provided for viewing purposes of students enrolled in the class only and further distribution or sharing is strictly prohibited. The instructor and the TAs may view the recordings for teaching, grading, misconduct investigations and other administrative and academic purposes. If a student is concerned or needs to make special arrangements to accommodate specific privacy issues, he or she must bring these matters to the attention of the instructor within the first week of the term so that reasonable accommodations can be made, or an alternate course can be selected by the student.

Course Material Sharing Policy:

Student or instructor materials created for this course (including video presentations and posted notes/slides, 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). The instructors claim their intellectual property rights over all materials prepared for this course. They do not grant permission to anyone to share these materials in digital or hard copy via course note sharing websites or in person.

Required Readings and Materials:

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.

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

A Reading List will be provided separate from this outline and will include a breakdown of content to be read on a week-to-week basis. Readings are to be read in advance of each 2 hour in-person class in order for dynamic class discussion. Most of the required readings can be accessed from the university library. Other readings can be downloaded from or viewed on the source’s website (see links on Brightspace).

To access materials placed on reserve for this course, login to Brightspace and select this course. In the Navbar at the top of your course page, click “Tools”. In the drop-down menu, select “ARES Reserves” and ARES will automatically open. If you are accessing the system from off-campus, you will be asked to login using your MyCarletonOne credentials. Once you have done this, you should have access to the readings.

In addition, an electronic version of several valuable books will also soon be available on ARES and we will update them shortly. You can consult them for your assignments.

Case Studies:

You are required to read case studies. These will be available through Brightspace or the Library at no charge to you– do not purchase them.

Course Requirements & Methods of Evaluation (including due dates):

While the course is delivered partly in-person and partly online, your engagement and participation in both are necessary for optimal learning and success. Class participation is equivalent to professionals' participation in meetings. Effective participation implies active and continuous contribution to class proceedings 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.

All assignments are to be submitted by uploading to the appropriate folder Brightspace and students should always retain a copy of all work that is submitted.

Assignments are organized as follows:

1) Individual Assignments – worth 50%

There are four individual assignments to be **written in either Calibri or Arial 12 pt. font, single spaced**: two reports, a comparative consumption experience, and a review. Full guidelines and rubrics are available in the assignment description posted on Brightspace. If you have questions about any of the assignments, be sure to discuss this in class with the instructors in advance (or submit your questions via email to the instructors and cc the TA).

a) Comparative Consumption Experience – worth 15%

This assignment challenges you to compare your personal consumption experience across two modes of consumption: digital and in-person. You may choose any art or cultural form: i.e., visual art, film, music, dance, theatre, etc. Full details are available in the assignment description posted on Brightspace.

b) Film/Concert/Performance/Exhibition Review – worth 15%

Part of becoming adept at arts marketing is learning to assess the quality of the product. For this assignment choose an art form that is different from what you wrote about in your Comparative Consumption Experience assignment and write a review. So, for example, if you compared a live musical performance with a recording by the same performer(s), then you need to choose a film, or a museum/gallery exhibition, or a theatrical or ballet performance for this assignment. If you have questions about this aspect of the assignment, be sure to discuss this with us in the classroom in advance (or via email, cc'ing the TA). There is an assignment guide for how to write this review and links to some examples are posted on Brightspace.

c) Reports (2) - worth 10% each

Students will be required to write two reports, completed after each guest speaker panel discussion. Each report should be approximately two pages plus any visual references deemed relevant. There are two panel discussions, one with artists, the second with arts marketers:

- 1. Report on Artists' Panel – worth 10%
- 2. Report on Arts Marketers' Panel – worth 10%

2) Group Assignment: Marketing Plan – worth 50%

Working as part of a group, you will have the opportunity to act as consultants, to develop a marketing plan for an Ottawa area arts and culture organization addressing the marketing 'problem' of 'how to bring audiences back to live activities'. Your group will first respond to a Request for Proposals (RFP) and then present a short marketing plan work-in-progress PowerPoint to the class for feedback in the final week. You will then have two weeks to revise your final marketing plan report before submitting it for grading no later than April 21, 2023 in lieu of a final exam. You should note that marks will be allocated for making connections between the course content and the marketing plan report. Please see the assignment description and grading rubrics posted on Brightspace for more details. You should expect to spend a considerable amount of time and effort on this assignment, so plan your time wisely.

Summary of Evaluation Components

Formal Evaluation Components	Due Date	Proportion of Total Grade
Individual Work		Total: 50%
Comparative consumption experience	Jan 27	15%
Report on Artists' Panel	Feb 3	10%
Film/Concert/Exhibition Review	Feb 17	15%
Report on Marketers' Panel	March 3	10%
Group Work		Total: 50%
Request For Proposals submission	March 10	10%
Marketing plan work-in-progress class presentation	April 4	10%
Marketing plan proposal submission	April 21	30%

Satisfactory In-term Performance

- 50% **overall** on Individual work
- 50% **overall** on Group work

Attendance and Missed Classes:

Students should attend all classes and no attendance will be taken. If an absence is unavoidable, the student is responsible for obtaining any missed information (i.e., contacting classmates to copy notes). To be fair to students that attended class, no class time or the instructor's office time will be used to re-present the missed information.

Group Assignments:

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 for each assignment are 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. In addition, you are expected 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 write your group contract you should take these matters into account.

Late Penalty:

All assignments are **due in Brightspace at 11:00 am EST on Fridays**. Late assignments are penalized at the rate of 5% of the value of the assignment per day (e.g., an assignment worth 15 marks will be penalized 0.75 marks per day). This includes the first day. It is to your advantage to keep up with the required work and hand your assignments in on time. No deadline extension will be given for group assignments. Students who are unable to meet their individual work deadlines due to certified illness should get in touch with the instructor.

Remarking:

From time to time, students have legitimate concerns about marks they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any assignment handed back to you has not been marked appropriately for the work you have submitted. If you ever feel this way during this course, you must embark upon the following procedure within one week of the paper being handed back in class:

- 1) Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say “I think I deserve more marks.” You must clearly indicate where the marker made a mistake in his/her marking of the assignment. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
- 2) After completing #1 above, you must submit the assignment with your comments back to the TA within one week of the assignment being marked on Brightspace.
- 3) If an assignment is not resubmitted following the above guidelines, the instructor will regard the mark as originally assigned to be final. NO MARKS will be changed at a later date.
- 4) In the event that you are still concerned, an instructor reserves the right to remark the entire assignment in question and to either leave the mark as is or to change it positively or negatively as required.

Course Schedule:

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

Week and Class	Topic Theme(s) and Guests	Student Deliverable due on Fridays at 11 AM
Week 1 – Jan 10	Course introduction & the arts and culture ecosystem	Short survey

Week 2 – Jan 17 <i>NB: This class takes place at the Arts Court Studio, 2 Daly Avenue or on Zoom.</i>	What is arts marketing? Understanding Art and the Artist Guests: Panel of local artists	
Week 3 – Jan 24	Artists - Value Proposition and Brand	Comparative consumption experience
Week 4 – Jan 31	Today's Arts Consumers Guests: TBD	Report on Artists' Panel
Week 5 – Feb 7	Distributors and Intermediaries – Pt 1	
Week 6 – Feb 14 <i>Possible community location or online - TBD</i>	Distributors and Intermediaries – Pt 2 Guests: Panel of arts marketers	Film/Concert/ Exhibition Review
Feb 20-25	Reading Week	
Week 7 – Feb 28	Ethics today and Intellectual Property Guest: Dr. Leighann Neilson	Report on Marketers' Panel
Week 8 – Mar 7	Marketing Mix for the Arts Today	Request For Proposals submission
Week 9 – Mar 14	Managing the Live Consumption Experience	
Week 10 – Mar 21	Managing the Digital Experience Guest: Maurizio Ortolani	
Week 11 - Mar 28	Evaluating and measuring marketing success: Knowing how your marketing is working	
Week 12 – Apr 4 3 hours in-classroom	Group Presentations	Class presentation of marketing plan work-in-progress
April 21	Final Marketing Plan Due	

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
	CHECK (X) ONE PER ROW			
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
B15 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	N/A			

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.

Grading

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 Accommodation

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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offense, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade.**

For a second offense, at a minimum, the penalty assigned will normally lead to a suspension from studies.

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

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 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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes.

Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.
