

**Санкт-Петербургский филиал федерального государственного
автономного образовательного учреждения высшего образования
«Национальный исследовательский университет
"Высшая школа экономики"»**

Факультет Санкт-Петербургская школа
экономики и менеджмента
Департамент менеджмента

**Рабочая программа дисциплины
«Nonprofit marketing»**

для образовательной программы
«Экономика впечатлений: менеджмент в индустрии гостеприимства и туризме»
направления подготовки 38.04.02 «Менеджмент»
уровень магистратура

Разработчик программы:

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Утверждена Академическим советом образовательной программы

«__»_____ 2019 г., № протокола_____

Академический руководитель образовательной программы

В.Э. Гордин _____

Санкт-Петербург, 2019

Настоящая программа не может быть использована другими подразделениями университета и другими вузами без разрешения подразделения-разработчика программы.

Title of the course	Nonprofit marketing				
Title of the Academic Programme	Master's programme "Experience Economy: Management in Hospitality and Tourism"				
Type of the course	Optional				
Prerequisites	The course requires knowledge from the course "Strategic management in hospitality and tourism".				
ECTS workload	4				
Total indicative study hours	Directed Study	Self-directed study	Total		
	40	112	152		
Course Overview	<p>The course tends to be research- and practice-oriented and provides students with the concepts and tools of marketing that non-profit organizations are able to use in order to market their services and publicize their mission. Students will learn how to conduct research on client needs, design a marketing plan for non-profit organizations, exploit opportunities of benchmarking and possibilities for social entrepreneurship. Best practices of cultural, sport, arts organizations from all over the world will be discussed, while students will have an opportunity to conduct own project on development and marketing of new products by non-profit organizations.</p> <p>The course is blended. The topic "Positioning and communicating" is based on the MOOC "Positioning: What you need for a successful Marketing Strategy" (IE Business School) https://www.coursera.org/learn/positioning#%20. The MOOC is integrated in the course program.</p>				
Intended Learning Outcomes (ILO)	<p>As a result of mastering the discipline, the student must:</p> <ul style="list-style-type: none"> • Be able to use the concepts and notions; master the main functions, models, technologies of non-profit; • Obtain skills and abilities to use the specific technologies to develop socially-oriented campaigns and products, to evaluation their effectiveness; • Be able to develop fundraising campaigns for various social groups; • Master the methods of creating new ideas and products; • Have the skills of systematization and analysis of information, public speaking and protection of projects in English. 				
Teaching and Learning Methods	The course "Nonprofit marketing" consists of lectures (12 hours), seminars (28 hours), including case studies, group and individual projects. Students should have analytical skills to work on individual and group tasks, possess the knowledge of academic English and be able to express their opinion in a clear way.				
Content and Structure of the Course					
№	Topic / Course Chapter	Total	Directed Study		Self-directed Study
			Lectures	Tutorial	

				s	
1	Introduction to nonprofit marketing	10	2	2	6
2	Nonprofit organizations	19	1	2	12
3	Designing a nonprofit marketing plan	24	2	6	12
4	Positioning and communicating. Blended: MOOC “Positioning: What you need for a successful Marketing Strategy” (IE Business School) https://www.coursera.org/learn/positioning#%20	22	2	2	40
5	Resource attraction: fundraising and sponsorship	36	2	12	22
6	Resource attraction: volunteer recruitment and retention, talent management	20	2	2	12
7	Social entrepreneurship and social innovations	21	1	2	8
Total study hours		152	12	28	112

Indicative Assessment Methods and Strategy	<p>Students’ progress is monitored during the course by:</p> <ul style="list-style-type: none"> - individual homework (five home assignments, based on reading articles, discussing and solving cases). Individual homework assignments (only paper versions) are to be handed in before class on the day they are due. No late individual work is accepted. - class work includes: individual and group work at seminars. Students are expected to read and analyse assigned literature and be able to participate in discussions in class. <p>At the end of the course there is a final exam (test) which is obligatory for all students.</p> <p>The final grade consists of the following elements:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 50%;">Class work</td> <td style="width: 50%;">50 % of the cumulative grade</td> </tr> <tr> <td>Individual work</td> <td>50 % of the cumulative grade</td> </tr> <tr> <td>Cumulative grade</td> <td>70 % of the final grade</td> </tr> <tr> <td>Final exam</td> <td>30% of the final grade</td> </tr> </tbody> </table>	Class work	50 % of the cumulative grade	Individual work	50 % of the cumulative grade	Cumulative grade	70 % of the final grade	Final exam	30% of the final grade
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Individual work	50 % of the cumulative grade								
Cumulative grade	70 % of the final grade								
Final exam	30% of the final grade								
Readings / Indicative Learning	<u>Mandatory</u>								

Resources	<p>Miller, Kivi Leroux & Andresen, Katya (2010). The Non-profit Marketing Guide: High Impact, Low-cost Ways to Build Support for your Good Cause. https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=533975&query=nonprofit+marketing</p> <p>Sargeant, Adrian & Shang, Jen (2010). Fundraising Principles and Practice. https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=510140&query=nonprofit+marketing</p> <p><u>Optional</u></p> <p>Khodakarami, F., Petersen, J. A. & Venkatesan, R. (2015): Developing Donor Relationships: The Role of the Breadth of Giving. <i>Journal of Marketing</i>, 79 (4): 77-93.</p> <p>Robinson, S. R., Irmak, C. & Jayachandran, S. (2012): Choice of Cause in Cause-Related Marketing. <i>Journal of Marketing</i>, 76 (4): 126-139.</p> <p>Salamon, L.M. (2014). Leverage for Good: An Introduction to New Frontiers of Philanthropy and Social Investments. http://proxylibrary.hse.ru:2101/view/10.1093/acprof:oso/9780199376520.001.0001/acprof-9780199376520</p>																										
Indicative Self- Study Strategies	<table border="1"> <thead> <tr> <th data-bbox="528 907 1139 958">Type</th> <th data-bbox="1139 907 1291 958">+/-</th> <th data-bbox="1291 907 1495 958">Hours</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 958 1139 1048">Reading for seminars / tutorials (lecture materials, mandatory and optional resources)</td> <td data-bbox="1139 958 1291 1048">+</td> <td data-bbox="1291 958 1495 1048">60</td> </tr> <tr> <td data-bbox="528 1048 1139 1099">Assignments for seminars / tutorials / labs</td> <td data-bbox="1139 1048 1291 1099">+</td> <td data-bbox="1291 1048 1495 1099">52</td> </tr> <tr> <td data-bbox="528 1099 1139 1189">E-learning / distance learning (MOOC / LMS)</td> <td data-bbox="1139 1099 1291 1189">-</td> <td data-bbox="1291 1099 1495 1189">30</td> </tr> <tr> <td data-bbox="528 1189 1139 1240">Fieldwork</td> <td data-bbox="1139 1189 1291 1240">-</td> <td data-bbox="1291 1189 1495 1240">0</td> </tr> <tr> <td data-bbox="528 1240 1139 1292">Project work (colloquium)</td> <td data-bbox="1139 1240 1291 1292">-</td> <td data-bbox="1291 1240 1495 1292">0</td> </tr> <tr> <td data-bbox="528 1292 1139 1344">Other (please specify)</td> <td data-bbox="1139 1292 1291 1344">-</td> <td data-bbox="1291 1292 1495 1344">0</td> </tr> <tr> <td data-bbox="528 1344 1139 1406">Preparation for the exam</td> <td data-bbox="1139 1344 1291 1406">+</td> <td data-bbox="1291 1344 1495 1406">10</td> </tr> </tbody> </table>	Type	+/-	Hours	Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	60	Assignments for seminars / tutorials / labs	+	52	E-learning / distance learning (MOOC / LMS)	-	30	Fieldwork	-	0	Project work (colloquium)	-	0	Other (please specify)	-	0	Preparation for the exam	+	10		
Type	+/-	Hours																									
Reading for seminars / tutorials (lecture materials, mandatory and optional resources)	+	60																									
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E-learning / distance learning (MOOC / LMS)	-	30																									
Fieldwork	-	0																									
Project work (colloquium)	-	0																									
Other (please specify)	-	0																									
Preparation for the exam	+	10																									
Academic Support for the Course	Academic support for the course is provided via LMS, where students can find: guidelines and recommendations for doing the course; guidelines and recommendations for self-study; samples of assessment materials																										
Facilities, Equipment and Software	Not required																										
Special conditions for organization of learning process for students with special needs	<p>The following types of comprehension of learning information (including e-learning and distance learning) can be offered to students with disabilities (by their written request) in accordance with their individual psychophysical characteristics:</p> <ol style="list-style-type: none"> 1) <i>for persons with vision disorders</i>: a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); an individual advising with an assistance of a sign language interpreter; individual assignments and advising. 2) <i>for persons with hearing disorders</i>: a printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising. 																										

	3) <i>for persons with muscle-skeleton disorders: a printed text; an electronic document; audios; individual assignments and advising.</i>
Course Instructor	Ksenia Kuzmina, Ph.D., Associate professor of the Department of Management

Intended Learning Outcomes (ILO) Delivering

Programme ILO(s)	Course ILO(s)	Teaching and Learning Methods for delivering ILO(s)	Indicative Assessment Methods of Delivered ILO(s)
	ILO 1 Able to evaluate and reflect on the scientific methods studied	lectures, seminars; MOOC course; reading and analysing assigned literature	individual and group work at seminars; discussions; quizzes; presentation of home assignments
	ILO 2 Able to use social and intercultural differences to solve professional and social problems	seminars; reading and analysing assigned literature; case studies; home assignments	individual and group work at seminars; discussions; home assignments
	ILO 8 Able to create new ideas and products, possess the skills of creativity and initiatives	lectures, seminars; MOOC course; reading and analysing assigned literature	individual and group work at seminars; discussions; quizzes; presentation of home assignments

Course Content

Lecture 1. Introduction to nonprofit marketing.

Definition and aims of nonprofit marketing. Adoption of marketing approach. Nonprofit marketing orientation. Dimensions of nonprofit marketing (planning, positioning, communications, resource attraction). Definition of target audience and the importance of a message.

Seminar task: to describe a potential purpose, message, target audience (segmentation of audience), personas, ways of involvement, upcoming events, channels to deliver the message for the following campaigns.

Lecture 2. Nonprofit organizations.

Types of nonprofit organizations in Russia and worldwide. Mission and strategy of nonprofit organizations. Services of nonprofit organizations. Best practices of non-profit organizations.

Seminar task: The task is to find out distinctive features of the nonprofit organizations in a team; find out similarities and discrepancies of the nonprofit organizations in a team; find out indicators or criteria of comparison of the nonprofit organizations in a cross-country analysis.

Lecture 3. Designing a nonprofit marketing plan.

Organization's mission & vision, goals & strategies. Definition of audience, mapping messages, determining messages. Definition of target audience. Conducting needs research. Choice of tools: marketing mix. Social marketing mix. Definition of budget, price, timeline and resources. Measurement and tracking results. Offers in nonprofit marketing.

Seminar Task: To describe the marketing mix strategy for a breast cancer screening campaign (based on homework): This refers to decisions about 1) the conception of a Product, 2) Price, 3) distribution (Place), and 4) Promotion. To add with elements of Social Marketing Mix: publics, partnership, policy.

Lecture 4. Positioning and communicating.

1) Identifying objectives for public relations campaign. Defining goals being in-line with overall business and marketing strategies. Target audience. Communication channels and key message. Use of modern communication technologies, promotion in internet. Particularities of development the public relations campaign for socially oriented events. Success and failure. Long-term effects. Sustainable value and sustainable service. Legal implementation. Interaction with public bodies. Legislative framework for PR. Advertising, Social media marketing. Branding: nonprofit differentiation and branding personality.

2) Blended based on MOOC "Positioning: What you need for a successful Marketing Strategy" (IE Business School) <https://www.coursera.org/learn/positioning#%20>

Positioning in the Marketing. Process of Market Segmentation. Value proposition. Positioning tools. Positioning and market trends

Seminar Task:

1) to describe promotional tools that might increase the publicity of the following campaigns: 1) Recycling of paper at the university; 2) Organizing youth donor's day in the city; 3) Preventing unprotected sex among youngsters.

2) Group work: to choose any socially-oriented campaign and propose its positioning tools based on the tools learned from the MOOC "Positioning: What you need for a successful Marketing Strategy".

Lecture 5. Resource attraction: fundraising and sponsorship

Effective fundraising activities: fundraising from individuals, major and minor grants, foundation grants. Business partnership. Cause Related Marketing: best practices of strategic marketing partnership between companies and a nonprofit.

Seminar task:

1) to choose any company that is known for its socially oriented campaigns. Give examples of the campaigns that they have had or might have conducted with the tools of:

- Social marketing;
- Cause marketing;
- Cause-related marketing;
- Corporate philanthropy;
- Corporate community involvement.

2) To prepare a project for grant submission at any grand foundation (for example, Nordic cultural point): to fit the conditions and requirements, to prepare the budget plan.

3) To create conditions for the grant application (within own granting organization).

Lecture 7. Resource attraction: volunteer recruitment and retention, talent management.

Recruitment and training talent: volunteer recruitment, motivating and keeping talents

Seminar task: To find examples of volunteer management stages and elaborate 9 volunteer management stages for the granting project. To define volunteer behavior models.

Lecture 8. Social entrepreneurship and social innovations.

Definition of social entrepreneurship and social innovations. Best world practices. Social investments: organizations, that aggregate social investments; organizations, that support social investments.

Seminar Task: To give an example of one of the organizations that aggregate the social investments or support social investments? Explain the particularities of their work.

Assessment Methods and Criteria

Assessment Methods

Types of Assessment	Forms of Assessment	Modules			
		1	2	3	4
Formative Assessment	Individual homework	*	*		
	Class work (included the discussion of MOOC)	*	*		
Summative Assessment	Exam		*		

Assessment Criteria

In-class Participation (lectures and seminars)

Grades	Assessment Criteria
«Excellent» (8-10)	A critical analysis which demonstrates original thinking and shows strong evidence of preparatory research and broad background knowledge.
«Good» (6-7)	Shows strong evidence of preparatory research and broad background knowledge.
«Satisfactory» (4-5)	Satisfactory overall, showing a fair knowledge of the topic, a reasonable standard of expression. Some hesitation in answering follow-up questions and/or gives incomplete or partly irrelevant answers.
«Fail» (0-2)	Limited evidence of relevant knowledge and an attempt to address the topic. Unable to offer relevant information or opinion in answer to follow-up questions.

«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.
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Written Assignments (Tests at lectures, Individual work, Written Exam, etc.)

Grades	Assessment Criteria
«Excellent» (8-10)	Has a clear argument, which addresses the topic and responds effectively to all aspects of the task. Fully satisfies all the requirements of the task; rare minor errors occur;
«Good» (6-7)	Responds to most aspects of the topic with a clear, explicit argument. Covers the requirements of the task; may produce occasional errors.
«Satisfactory» (4-5)	Generally addresses the task; the format may be inappropriate in places; display little evidence of (depending on the assignment): independent thought and critical judgement include a partial superficial coverage of the key issues, lack critical analysis, may make frequent errors.

«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.
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Recommendations for students about organization of self-study

Self-study is organized in order to:

- Systemize theoretical knowledge received at lectures;
- Extending theoretical knowledge;
- Learn how to use legal, regulatory, referential information and professional literature;
- Development of cognitive and soft skills: creativity and self-sufficiency;
- Enhancing critical thinking and personal development skills;
- Development of research skills;
- Obtaining skills of efficient independent professional activities.

Self-study, which is not included into a course syllabus, but aimed at extending knowledge about the subject, is up to the student's own initiative. A teacher recommends relevant resources for self-study, defines relevant methods for self-study and demonstrates students' past experiences. Tasks for self-study and its content can vary depending on individual characteristics of a student. Self-study can be arranged individually or in groups both offline and online depending on the objectives, topics and difficulty degree. Assessment of self-study is made in the framework of teaching load for seminars or tests.

In order to show the outcomes of self-study it is recommended:

- Make a plan for 3-5 presentation which will include topic, how the self-study was organized, main conclusions and suggestions and its rationale and importance.
- Supply the presentation with illustrations. It should be defined by an actual task of the teacher.

Аннотация на русском языке

Название дисциплины	Некоммерческий маркетинг		
Образовательная программа	Магистерская программа «Экономика впечатлений: менеджмент в индустрии гостеприимства и туризме»		
Тип дисциплины	Обязательный		
Требования к уровню знаний студентов, необходимых для освоения дисциплины (пререквизиты)	Обязательное: знание английского на уровне «intermediate» или «advanced», прохождение курса «Стратегический менеджмент в гостеприимстве и туризме».		
Объем з.е.	4		
Объем в часах	Аудиторная работа	Самостоятельная работа	Всего
	40	112	52
Краткое описание	Целями освоения дисциплины «Некоммерческий маркетинг» являются: получение базовых знаний и навыков применения инструментов маркетинговых технологий в некоммерческом секторе, изучение особенностей проведения кампаний по привлечению ресурсов, построения кампаний по продвижению социальных проектов, инструментов фандрайзинга и социального инвестирования, обучение групповой проектной работе.		
Образовательные результаты по дисциплине	<p>В результате освоения дисциплины студент должен:</p> <ul style="list-style-type: none"> • Уметь применять понятийно-категориальный аппарат; овладеть основными функциями, моделями, технологиями некоммерческого маркетинга. • Получить навыки и умения по использованию конкретных технологий разработки и продвижения социально-ориентированных кампаний и продуктов, оценке их эффективности. • Уметь разрабатывать кампании для различных социальных групп. • Владеть методами создания новых идей и продуктов. Иметь навыки систематизации и анализа информации, публичного выступления и защиты проектов на английском языке. 		
Образовательные технологии	В рамках курса проводятся 12 часов лекций и 28 часов семинаров, 112 часов самостоятельной работы. Каждое семинарское занятие в обязательном порядке предполагает интерактивную часть. Предусмотрен анализ кейсов, научных статей. Студентам предоставляется комплекс презентаций, лекций, дополнительные статьи по тематике курса и другие необходимые материалы. Процесс		

	<p>обучения включает, наряду с лекционной, следующие образовательные технологии:</p> <ul style="list-style-type: none"> - анализ кейсов по тематике курса; - обсуждения на семинарах тематики заданий для самостоятельной работы и подготовки презентаций; - проведение коллективных дискуссий.
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Краткое содержание дисциплины

№	Тема	Всего часов	Аудиторные часы		Самостоятельная работа
			Лекции	Семинары	
1	Введение в некоммерческий маркетинг	10	2	2	6
2	Некоммерческие организации в России и за рубежом	19	1	2	12
3	Маркетинговый план для некоммерческого сектора	24	2	6	12
4	Особенности позиционирования и коммуникационные стратегии Blended: Он-лайн курс “Positioning: What you need for a successful Marketing Strategy” (IE Business School) https://www.coursera.org/learn/positioning#%20	22	2	2	40
5	Привлечение ресурсов: фандрайзинг и спонсорство (доноры)	36	2	12	22
6	Привлечение ресурсов: рекрутинг волонтеров, управление талантами	20	2	2	12
7	Социальное предпринимательство и социальные инновации	21	1	2	8
Итого		152	12	28	112

Формы контроля	<p>Накопленная оценка (80%): оценка за работу на лекциях и семинарах (30%), индивидуальное домашнее задание (70%).</p> <p>Итоговый тест (20%), состоящий из открытых и закрытых вопросов,</p>
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	проходят все студенты курса.
Литература	<p><u>Основная</u> Miller, Kivi Leroux & Andresen, Katya (2010). The Non-profit Marketing Guide: High Impact, Low-cost Ways to Build Support for your Good Cause. https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=533975&query=nonprofit+marketing</p> <p>Sargeant, Adrian & Shang, Jen (2010). Fundraising Principles and Practice. https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=510140&query=nonprofit+marketing</p> <p><u>Дополнительная</u> Khodakarami, F., Petersen, J. A. & Venkatesan, R. (2015): Developing Donor Relationships: The Role of the Breadth of Giving. <i>Journal of Marketing</i>, 79 (4): 77-93.</p> <p>Robinson, S. R., Irmak, C. & Jayachandran, S. (2012): Choice of Cause in Cause-Related Marketing. <i>Journal of Marketing</i>, 76 (4): 126-139.</p> <p>Salamon, L.M. (2014). Leverage for Good: An Introduction to New Frontiers of Philanthropy and Social Investments. http://proxylibrary.hse.ru:2101/view/10.1093/acprof:oso/9780199376520.001.0001/acprof-9780199376520</p>
Преподаватель	К.А. Кузьмина, Ph.D., доцент департамента менеджмента