

**Syllabus and Course Outline**  
**Strategic Marketing for Nonprofit Organizations (MBA642-50)**  
**University of Indianapolis, Semester I 2007/2008**

3 Credit Hours

Mondays 5:45 – 8:45 p.m. (10 minute break at approx. 7:15 p.m.)

Good Hall - 104

**Instructor:** Frederick C. Bagg, ABC, APR, Fellow PRSA  
Director, Strategic Planning and Research  
St. Francis Hospital & Health Centers  
St. Francis Beech Grove Campus  
1600 Albany Street  
Indianapolis, IN 46107

**Office Phone:** (317) 782-7677

**Home Phone:** (317) 782-4855

**Office E-Mail:** [fred.bagg@ssfhs.org](mailto:fred.bagg@ssfhs.org)

**Home E-Mail:** [fredbagg@comcast.net](mailto:fredbagg@comcast.net)

No office hours — appointments by arrangement\*

- Telephone or e-mail are the best methods for reaching the instructor. I'm in the office between 8:00 a.m. and 5:00 p.m. weekdays, and there is a voice mail system if I am out at a meeting. The home phone is attached to an answering machine, and e-mail will be checked daily.

**Textbook:** Strategic Marketing for NonProfit Organizations  
By Alan R. Andreasen and Phillip Kotler  
*Prentice Hall, 2003*

The text will be supplemented by articles and other materials handed out in class. The class will also feature guest speakers representing non-profit organizations.

**Nature of the Course**

The course will include a combination of lecture and practical exercises including student presentations. In addition, guest lecturers from appropriate specialty fields will provide for broadened perspectives.

Classroom discussion and books, like road maps, are only models of reality. The best way to experience reality is to become actively engaged in it, as evidenced by the learning pyramid below.

As a graduate class, this course was designed to operate at all of the levels of the learning pyramid. Typical undergraduate classes focus on the top elements (reading and lecture), while graduate classes, like this one, focus more on the base levels of the pyramid.



**Source:** *Studies conducted by National Training*

According to the chart, lecture, the top of the pyramid, achieves an average retention rate of 5%. On the opposite end of the scale, the "teach others/immediate use" method achieves an average retention rate of 90%.

## Goals and Objectives

I. All students receiving a passing grade in the class will be able to demonstrate a clear understanding of the basic process of marketing in a nonprofit environment.

- a. Students will be able to complete rudimentary marketing research including isolation of segmented audiences or markets.
- b. Students will be able to create or analyze a basic marketing plan showing applicable segmented markets, the marketing mix to be used to reach those markets, expected outcomes as a result of the marketing effort and a methodology for evaluation.
- c. Students will be able to develop an evaluation tool for a marketing activity.
- d. Students will be able to recognize the key differences between marketing in a corporate and a nonprofit environment.

e. Students will be able to identify basic ethical issues inherent in specific nonprofit marketing cases and be able to identify an “appropriate” course of action for a nonprofit marketing practitioner in those specific cases.

II. Students will be able to analyze nonprofit marketing cases and identify the basic concepts and processes at work in those cases.

## Grades

Letter grades will be awarded on the basis of an average of grades earned during the semester and weighted according to the following criteria:

2 exams @ 200 points each	400 points
One Term paper/presentation @ 300 points	300 points
Short assignments: market segmentation, evaluating non-profit advertising, etc.	200 points
Class participation, group work , exercises & case studies, etc.	100 points

Attendance will be evaluated independently and students will be appropriately penalized for missing classes.

Numerical scores will be given for each assignment with a total of 1,000 points possible for the course. These scores convert to the University of Indianapolis School of Business grading system as illustrated below:

A	940-1000	= 4.0
A-	900-939	= 3.7
B+	875-899	= 3.3
B	840-874	= 3.0
B-	800-839	= 2.7
C+	775-799	= 2.3
C	740 -774	= 2.0
Below 740 = Failing Grade		= 0.0

Work not done on time = 0 points for that assignment.

## Exams

Exams are to be taken individually. Each will include essay questions, multiple guess.. er.. multiple choice, and a few true-false and fill in the blank questions. You will be held responsible for all reading **whether or not we discuss it**. You will also be held responsible for all information discussed in class, any handouts **and any remarks of guest speakers**. Some material on the exams may be new, asking for solutions and thought processes similar to things discussed in class or found in readings. Any student found collaborating or cheating on exams will receive an automatic failing grade on that exam. **Exams are scheduled on Monday evening, October 15<sup>th</sup>, and Monday evening, December 12<sup>th</sup>.**

### The Individual Term Paper: (300 points)

You will have the opportunity to analyze the non-profit marketing effort of a local or regional organization. **Your analysis will result in a 15 - 20 page report (due November 25<sup>th</sup>), as well as a 10 - 15 minute oral presentation to the class.** Keep in mind that the written portion of the report will count for 90% of the project, the oral presentation 10%. **A one page typed topic proposal is due September 24<sup>th</sup> (4<sup>th</sup> class).** The proposal should briefly explain what topic you have selected, why, and what information resources are available to you for completing this project, e.g. what articles and/or interviews you can obtain, annual reports, etc. Based on this proposal your instructor will accept, reject, or make appropriate recommendations for modifications.

The written report should be organized in the following manner:

- a brief history of the organization you are analyzing (approx. 1 page)
- a full description of the particular marketing effort or campaign you are focusing on, including the various tools and methods used.
- an assessment of who the target audiences or markets include.
- your evaluation of the effectiveness of the marketing effort based upon what you have learned about nonprofit marketing, e.g. what was good and bad about the effort, and why.
- your recommendations for improvement.

Throughout the paper you need to describe how your observations relate to the principles and theories you've learned from the class material. You might want to consider exchange relationships, Maslow's hierarchy of needs, dissonance theory, segmentation models, the adoption process, research used, media channels used, ethical guidelines observed or not observed, etc.

Don't try to take on too big a project. Take a particular focus that can be adequately covered in a 15 - 20 page analysis. For example, to examine the entire marketing program of the American Heart Association would be too massive, but to examine the marketing effort

surrounding the Indiana chapter's implementation of the AHA's "Operation Stroke" in 2005 would be more manageable.

Any supplemental material, e.g. newsletters, pamphlets, etc. are helpful in adding richness to your project. However, keep in mind that the purpose of this assignment is to allow you to use the concepts you will learn in this course and apply them to a real world situation. The evaluation of your analysis will be on the quality of the analysis and the application of relevant concepts. That means you should link your observations to theories you have learned in class. Simply collecting a lot of marketing material does not demonstrate an understanding of nonprofit marketing.

### **Short Assignments**

During the course, students will be required to turn in several short assignments such as a market segmentation task, evaluation of a particular organization's advertising efforts, etc. These may be tied to a specific current event, guest speaker remarks, or even the student's own individual project **at the discretion of the instructor.**

### **Participation**

The text is the basis of class discussion. Read the assignment before coming to class. Knowledge of the reading will improve your understanding of the lecture or discussion and prove useful in tackling case problems. Class participation will be observed and will be considered in the determination of the final grade. Student attitude, demonstrated ability to work with the group, enthusiasm, etc. will all be taken into account in this area.

## Assignment Schedule/Calendar

Mon. 8/27 Class 1	Course Orientation/Overview, nonprofit marketing defined; The growth of nonprofit marketing, developing a customer centered mindset Reading: Chapters 1 & 2 for next class Activities: Introductions, discussions on “what is non-profit marketing” and assignment of a non-profit marketing example for a brief presentation week after next.
Mon. 9/3	<b>NO CLASS – LABOR DAY</b>
Mon. 9/10 Class 2	Review: Growth of nonprofit marketing, developing a customer centered mindset <b>Guest Instructors – Guest Speaker # 1 – Kevin Billingsley, President, Perception Strategies (Confirmed)</b> Lecture: Marketing Planning, Target Audience Behavior Reading: Chapters 3 & 4 for next class
Mon. 9/17 Class 3	Review: marketing planning; target audience behavior Case Problem discussion <b>Guest Speaker: #2: Bruce Hetrick, Principal, Hetrick Communication and Marketing, (Confirmed)</b> Lecture: Acquiring and using marketing information; and Segmentation, Positioning and Branding Reading: Chapters 5 & 6 for the next class
Mon. 9/24 Class 4	Review: Acquiring and using marketing information; Segmentation, Positioning and Branding Activities: Discuss Individual Term paper topics; Submit individual term project proposal for organizational case study - bring in contact name, address, phone number and title Discussion Case Study <b>Guest Speaker # 3: Jessica R. DiSantos, Director of Marketing &amp; Public Relations, Indianapolis Museum of Art (Confirmed)</b> Lecture: Fundraising; Human Resources Reading: Chapters 7 & 8 for the next class

- Mon. 10/1  
Class 5  
Review: Fundraising; Human Resources  
Activities  
Lecture: Working w/the private sector; Organizing for Implementation  
Reading: Chapters 9 & 10, for next class
- Mon. 10/8  
Class 6  
Mid-term review  
Reading: Chapters 1 - 10, Study for mid-term exam  
**Guest Speaker # 4: Matt Browning, Manager Planning, Hendricks Regional Health (Confirmed)**
- Mon. 10/15  
Class 7  
**Mid Term Exam (This is undergrad Fall Break, shortened class) -**  
Reading: Chapters 11 & 12 for next class
- Mon. 10/22  
Class 8  
**GUEST SPEAKERS (# 5) –**  
**CLASS will be combined w/MBA 670**  
**Class in Recital Hall – (Good Hall 105)**  
**Kay Millar, APR – Marketing for the Benjamin Harrison Home**  
**Matt Millar – Marketing Easter Seals and Data Base Marketing**  
Reading: Chapters 13 and 14 for next class
- Mon. 10/29  
Class 9  
Review: Planning & budgeting; managing offerings  
Activities:  
Lecture: Social Marketing, launching new offerings  
Reading: Chapters 15 & 16 for next class
- Mon. 11/5  
Class 10  
Review: Social Marketing, launching new offerings  
**Guest Speaker # 6 : Chrystal Struben-Hall, VP Development and Public Affairs, Planned Parenthood of Indiana (Confirmed)**  
Discussion  
Lecture: Managing perceived cost; facilitating marketing behaviors  
Activities:  
Reading: Chapters 17 & 18 for next class
- Mon. 11/12  
Class 11  
Review: Managing perceived cost; facilitating marketing behaviors  
Activities: Discussion  
Lecture: Formulating communications strategies; managing communications: advertising and personal persuasion  
Reading: Chapters 19 & 20 for next class  
**Guest Speaker # 7: Cindy L. Graham**  
**Vice President, Marketing**  
**Goodwill Industries of Central Indiana, Inc (Confirmed)**

Mon. 11/19 Class 12	Review: Formulating communications strategies; managing communications: advertising and personal persuasion Activities: Case Study: Lecture: Managing public media and public advocacy; marketing evaluation, monitoring and control <b>Guest Speaker # 8: David Sousa, Vice President, Communications and Marketing, Sigma Theta Tau</b>
Mon. 11/26 Class 13	Review: Managing public media and public advocacy; marketing evaluation, monitoring and control No Reading – Prepare for Individual Presentations
Mon. 12/3 Class 14	Final campaign presentations Final Exam review Reading: Entire book, emphasis chapters 11-20 for Final Exam
Mon. 12/10 <b>Final Class</b>	<b>Final Exam- Comprehensive, emphasis on chapters 11-20</b>