

**School of Public and Environmental Affairs  
Indiana University-Purdue University Indianapolis  
Fall 2012**

**COURSE**

**Number/Title:** V544 Marketing For Nonprofit Organizations  
**Classes:** Wednesdays, 6:00 - 8:40 pm  
**Location:** Engineering/Science & Technology Building SL001

**INSTRUCTOR**

**Instructor:** Amy Conrad Warner  
**Office hours:** 5:00 p.m. – 6:30 p.m. on Tuesdays by appointment with the exception of November 6. IUPUI Administration Building, 355 N. Lansing, Room 136.  
**Phone:** 317-274-7400 weekdays 8:00 a.m.-5:00 p.m.  
317-408-6429 evenings until 9 p.m.  
**E-Mail:** awarner@iupui.edu

**COURSE DESCRIPTION**

This course examines the concepts of marketing and the extent to which they apply to the nonprofit sector, as well as how marketing can assist organizations both in resource acquisition and program development/implementation. Contexts such as social marketing, arts marketing, fundraising, education, and health care marketing will be considered.

A range of teaching and learning methods will be used: lectures, case studies and group discussions. Class sessions will be interactive and focus on the application of the academic material. Participants will also be encouraged to find creative solutions to current marketing issues and concerns and to develop marketing strategies/tactics for a wide range of different organizations.

**REQUIRED COURSE MATERIALS**

Adrian Sargeant, "Marketing Management for Nonprofit Organizations," 3rd edition (2009)

Request a free account from The Chronicle of Philanthropy at <http://philanthropy.com/>.  
Search articles or request an account from The Nonprofit Times at <http://www.thenonproffitimes.com/user/register>

Additional required articles and case studies will be distributed via Oncourse.

Key Academic Journals include: International Journal of Nonprofit and Voluntary Sector Marketing, Nonprofit and Voluntary Sector Quarterly, Voluntas, Journal of Marketing and can be accessed through the university library electronic reserves.

**COURSE LEARNING OUTCOMES**

This course will focus on these outcomes:

1. Define marketing
2. Relate it to the nonprofit context
3. Define market orientation
4. Describe the 4 Ps of marketing
5. Write a simple marketing plan for a nonprofit organization
6. Understand constituent perspectives in various types of organizations

## **SPEA POLICIES**

The SPEA Syllabus Addendum, which is attached to this syllabus, explains SPEA's academic policies for Academic Misconduct, Civility and Disorderly Conduct, Communication between Faculty and Students, Course Withdrawal, Incompletes, Grade Changes, Students Called to Active duty, and the Final Exam Schedule. Each student is responsible for understanding and following all school policies.

## **INSTRUCTOR'S CLASSROOM POLICIES**

- Attendance:** Students are expected to attend all scheduled class meetings. Students who miss a class will need to get class notes from a fellow student. Please bring your nametags/table tents to every class.
- Tardiness:** Things happen but please arrive in time for class to start promptly at 6 p.m. If you must arrive late, enter as unobtrusively as possible and take the first available seat.
- Electronic devices:** Before class begins, please silence all electronic devices. If special circumstances require you to stay connected during class, please step outside the classroom to complete your text or phone call.
- If you would like to take notes using an electronic device, please do. However, they should only be used for class related activities. Violators will receive a gentle reminder; repeat offenders will receive special assistance.
- Late assignments:** Assignments will be accepted late. Grades for assignments handed in late will be reduced by one-half a letter grade per day. If you need to turn in an assignment late, please let me know as soon as possible.
- Extra credit:** No extra credit will be awarded.
- Class Participation:** Case studies, academic journal discussions and guest speakers will be integrated into class sessions. Students are expected to review the materials prior to class and be prepared to contribute to the conversation.
- Each student needs to participate in group discussion, class discussions and case study preparations. Grading criteria for your participation will be based on quality first, and quantity second. Here are some guidelines for the class participation grade in this class:
- Attend class
  - Participate actively and demonstrate courteous participation in group discussions
  - Review postings and information on Oncourse regularly throughout the semester.
- Overall, a positive "tone" is necessary for a good class participation grade rather than knowing the "right" answers or speaking up a great deal. Indeed, in marketing there are rarely 'right' answers and everyone's opinion will therefore be valued.
- Plagiarism:** All assignments must have cited sources from class and other academic-appropriate materials. Students are encouraged to bring in additional reputable resources for class assignments. Students may choose to use APA or MLA citation style, but should choose one and be consistent on all assignments. When in doubt, you should cite the

original source of material, including materials supplied by the nonprofits we work with in class.

Plagiarism is the use of the work of others without properly crediting the actual source of the ideas, words, sentences, paragraphs, entire articles, music or pictures. Using the work of other students, with or without their permission, is also plagiarism if there is no clear indication of the source of the original work. Plagiarism, a form of cheating, is a serious offence and will be severely punished. When plagiarism is suspected, the instructor will inform the student of the charge; the student has the right to respond to the allegations. If a student is charged with plagiarism, procedures outlined in the IU "Student Rights and Responsibilities" statement will be followed. Students have the right to appeal any charge to the Academic Affairs Committee.

For information about SPEA's academic policies relating to academic dishonesty, civility, withdrawing from courses, incompletes, students called to active duty, and final exams, please see <http://www.iupui.edu/~bulletin/iupui/2012-2014/schools/spea/policies/graduate.shtml>

## ASSESSMENT AND GRADING

The overall grade for the course will be calculated as follows:

<b>Item</b>	<b>Points</b>	<b>Due</b>
Emerging Technologies Assignment	25	Oct. 10/17
Presentation 10		
Executive Summary 15		
Journal Critiques	15	Nov. 7
Three articles at 5 points each		
Marketing Plan Assignment	45	Dec. 5
Market Audit 10		
SWOT Analysis 10		
Class Participation	<u>15</u>	
Total Points	100	

Grades will be awarded on the following grading scale:

<b>Grade</b>	<b>Minimum %</b>		
A+	97 -100%	C	74 – 76%
A	94 – 96%	C-	70 – 73%
A-	90 – 93%	D+	67 – 69%
B+	87 – 89%	D	64 - 66%
B	84 – 86%	D-	60 – 63%
B-	80 – 83%	F	59% and below
C+	77 – 79%		

## ASSIGNMENTS AND PROJECTS

### Emerging Technology Project

The Emerging Technology Project has two components- a written executive summary of your social media application analysis and a 15 minute presentation in class describing your analysis.

You and another student will select a nonprofit organization to study and select an emerging technology application/s to analyze and present to the class by September 5 and submit it to

me for approval. The project will require that you analyze an emerging technology application like Facebook, Twitter, or other social media for a nonprofit organization. Describe how the nonprofit organization's application shapes the audience reached and achieves a marketing goal.

The written project executive summary should not exceed 2 pages and should include: a description of the organization selected, the intended audience to be engaged through social media application/s, description of the social media tool and your analysis of how the tool was used to accomplish a marketing objective. The written project executive summary is due at the time of your presentation on October 10 or 17.

In addition to the written assignment, you and your partner will present your findings in a 15 minute presentation on October 10 or 17. You will be provided with an opportunity to select your presentation date by September 19.

### **Journal Article Critiques**

Select three articles from the postings on Oncourse. Write a one page critique of the article including the title, author and publication, the subject matter of the article, primary issue/s the article is addressing, key arguments in support of or in opposition to the primary issues, your assessment of the clarity and importance of the article, and finally your position on the article and why you agree or disagree with the author.

The three articles can be submitted at any time in the semester prior to November 7, 2012.

### **Marketing Plan Assignment**

The marketing plan will be constructed throughout the semester and will be based on a nonprofit organization of your choice. The plan is a piece of individual work and can be based on an organization with whom you volunteer, or for whom you are employed.

The plan will include a marketing audit, marketing objectives, strategies and tactics. The plan should be a realistic plan worthy of adoption and implementation by the organization. The plan should include a cover page, table of contents, marketing audit, SWOT analysis, assumptions, marketing objectives, marketing strategies, tactics, budget, schedule, responsibilities, monitoring/controls, contingencies and appendices where appropriate.

The marketing plan SWOT analysis and audit is due in class on September 26; finished marketing plan is due on December 5, 2012.

### **Class Participation**

Students should come prepared to discuss the assigned readings and cases during class. Participation grades will be based on relevant discussion in class or in discussion forums online, thoughtful responses to questions about the assigned readings, interaction with participants in person and online, and an overall positive tone when presenting ideas and constructive criticism.

### **Assessment Guidelines for Evaluation**

In order to achieve an overall course grade of the following, your assignments will meet the following criteria:

#### **A/A+ Assignments**

To achieve an A or A+ grade, work will display originality of exposition or treatment in ALL the following criteria:

- extensive, in depth and accurate knowledge of the topic
- clarity of argument and logical expression
- integration of a range of materials

- evidence of extensive reading
- creative insight into theoretical issues
- knowledge of leading edge research
- synthesizes and applies theories appropriately
- analytical and evaluative in tone and content
- coherent structure
- very fluent writing style
- referencing is exemplary

### **A- Assignments**

Will meet the following criteria exceptionally well:

- comprehensive and accurate knowledge of the topic
- clarity of argument and logical expression
- integration of a range of materials
- evidence of extensive reading
- insight and grasp of core theoretical issues
- critical and analytical insights
- well structured
- fluent writing style
- referencing is consistently accurate

### **B/B+ Assignments**

Will demonstrate all of the following qualities

- Accurate and well-informed knowledge of the topic
- Insights about theoretical issues
- Breadth of reading in relevant literature
- Sound grasp of key principles and relevant theories
- Well structured and organized
- Accurate referencing
- Largely fluent writing style

### **C Assignments**

The following criteria when present overall will indicate an acceptable level of competence:

- some limited knowledge of the topic
- generally accurate with some omissions and errors
- occasional evidence of relevant reading
- minimal amounts of theoretical, analytical and critical content
- reasonably coherent and structured presentation
- minimal fluency
- some aspects of the question addressed
- some attempt at referencing accurately

### **Fail**

The following factors will constitute failure when largely evident:

- neither answers nor addresses the question
- descriptive in tone and consistent throughout
- lacks relevant knowledge
- contains important inaccuracies
- coverage of theoretical material sparse
- contains unsupported assertions and value judgements
- illogical and incoherent arguments
- badly organized and lacks structure
- unfinished
- meaning unclear and lacks fluency
- lack of referencing and/or inaccurate referencing

### **Course Schedule**

Date	Topic	Textbook Readings	Oncourse Readings
Aug. 22	Course Welcome and Introduction to Nonprofit Marketing	Sargeant: Chapters 1 and 2	Kotler and Levy (1969) Gonroos (1994)
Aug. 29	Intro to Planning The Market Audit  Market Orientation	Sargeant: Chapters 3 Guest Speaker: TBA	Gainer and Padanyi (2002)  Kohli, Jaworski (1990)
Sept. 5	Planning and Research  <b>Emerging technology project topic due.</b>	Sargeant: Chapter 4 Guest Speaker: Fran Huehls, University Library.  Guest Speaker: Market Research	Sargeant, Foreman, Liao (2002)
Sept. 12	Strategic Marketing	Sargeant: Chapter 5 Guest Speaker: Hollie Adams, Peyton Manning Children's Hospital, St. Vincents Health Marketing, <i>pending</i>	Weinberg and Krug – Marketing Strategies and Portfolio Analysis (2008)?
Sept. 19	Branding  <b>Emerging technology presentation date selected.</b>	Sargeant: Chapter 6 Guest Speaker: Brad Carlton, Host Committee, Marketing Super Bowl 2012, <i>pending</i>	Hankinson and Lomax (2006) Sargeant & Ford (2007)
Sept. 26	Marketing Mix: Place, Promotion Product, Price  <b>Marketing plan SWOT analysis and audit due.</b>	Social Media Overview: Duncan Alney, Firebelly.	Sargeant and Ford (2006)  Money et al (2008)

<b>Date</b>	<b>Topic</b>	<b>Textbook Readings</b>	<b>Oncourse Readings</b>
<b>Oct. 3</b>	Marketing Objectives  Use of social media tools	Sargeant: Chapter 7 Guest Speaker: Sandy Bate, IU Foundation, <i>pending</i> .	Reed and Ewing (2004)  Cramphorn (2006)
<b>Oct. 10</b>	<b><i>Emerging technology presentations in class.</i></b>		
<b>Oct. 17</b>	Managing and choosing communication tools	<b><i>Emerging technology presentations in class.</i></b>	
<b>Oct. 24</b>	Arts Marketing	Sargeant: Chapters 10 and 15 Guest Speaker: Lisa Townsend, Children's Museum.	Philharmonic Case
<b>Oct. 31</b>	Fundraising	Sargeant: Chapter 9 Guest Speaker: Ted Grossnickle, JGA.	Sargeant and Ewing (2001) Frumkin and Kim (2001) Venable, Rose, Bush, Gilbert (2005)
<b>Nov. 7</b>	Donor Behavior & Trends <b><i>Journal article critiques due in class.</i></b>	Guest Speaker: Donor Motivations Guest Speaker: <i>pending</i>	Donor Motivations (2009)Center on Philanthropy Center on Philanthropy, "Charitable Giving by Type of Community" (2010)?
<b>Nov. 14</b>	Social Marketing	Sargeant: Chapters 8 and 13	Ads Council AIDS campaign Case Komen PR? Andreason (2003)
<b>Nov. 21</b>	<b>No Class – Thanksgiving Holiday</b>		
<b>Nov. 28</b>	Volunteer Management	Sargeant: Chapter 14 Guest Speaker: Helen Haynes or Tanya Bell, Indiana Black Expo, <i>pending</i>	
<b>Dec. 5</b>	<b><i>Marketing plan due in class; and guest speaker to be announced.</i></b>		

## SPEA 2012 Policies

### Syllabus Addendum

There are a number of campus-wide policies governing the conduct of courses at IUPUI. These can be found at [http://registrar.iupui.edu/course\\_policies.html](http://registrar.iupui.edu/course_policies.html). Additional information for SPEA courses is below.

#### **Civility and Disorderly Conduct**

SPEA, which is a professional school, expects students to conduct themselves in a courteous and civil manner in interactions with professors and fellow students. This requires each person to be courteous, tolerant, and respectful during interactions with one another in all interactions, including face-to-face interactions, e-mail, and telephone conversations. Examples of discourteous behavior during class include reading the newspaper, working crossword puzzles, listening to headphones, talking or laughing with other, arriving late, using computers to surf the web, allowing cell phones to ring or sending text messages, or other non-class activities. The use of language, tone, or gestures that are inappropriate or offensive is also discourteous. These behaviors are not acceptable, and SPEA faculty and staff will address these problems as they arise either in class or on an individual basis.

Disorderly conduct that interferes with teaching, research, administration, or other university or university-authorized activity will not be tolerated and will be reported immediately to the Office of the Dean of Students for disposition, which may result in disciplinary action, including possible suspension and/or expulsion from the university. Responsibilities and expectations of students and faculty can be found at <http://registrar.iupui.edu/misconduct.html>.

#### **Academic Misconduct**

Students are responsible for upholding and maintaining academic and professional honesty and integrity (*IUPUI Code of Student Rights, Responsibilities, and Conduct*, available at <http://www.iupui.edu/code/>, Part II Student Responsibilities, G).

Plagiarism is the most common academic misconduct violation, and some students, who have been disciplined for plagiarism, have said they were not aware that they had plagiarized their work. Be aware that 'not knowing' does not excuse academic misconduct – every student is responsible for knowing the rules. The IU School of Education's 'How to Recognize Plagiarism' is an on-line tutorial that can help you avoid plagiarism. It can be accessed at <http://www.indiana.edu/~istd/>. If you have any questions about what constitutes academic misconduct for a course you are taking, be sure to ask the instructor for an explanation.

All faculty have the responsibility of fostering the "intellectual honesty as well as the intellectual development of students" and part of this responsibility means that faculty must investigate cases of potential academic misconduct promptly and thoroughly. Faculty members also have the responsibility of taking appropriate action when academic misconduct occurs. The penalties for academic misconduct include but are not limited to lowering a grade on an assignment, lowering a course grade, or failing a student for a course. Significant violations of the Code can result in expulsion from the University.

SPEA faculty take their responsibilities seriously and do not tolerate cheating, plagiarism, or any other form of academic misconduct. If you have not done so, you should read about your responsibilities in the *IUPUI Code of Student Rights*,

*Responsibilities, and Conduct* to ensure that you understand what these terms mean and what penalties can be issued for academic misconduct.

The *IUPUI Code of Student Rights, Responsibilities, and Conduct* defines four areas of academic misconduct: cheating, fabrication, plagiarism, and interference. The prohibited activities and actions include the following:

1. **Cheating.** A student must not use or attempt to use unauthorized assistance, materials, information, or study aids in any academic exercise, including, but not limited to, the following:
  - a. A student must not use external assistance on any "in-class" or "take-home" examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, and calculators.
  - b. A student must not use another person as a substitute in the taking of an examination or quiz.
  - c. A student must not steal examinations or other course materials.
  - d. A student must not allow others to conduct research or to prepare work for him or her without advance authorization from the instructor to whom the work is being submitted. Under this prohibition, a student must not make any unauthorized use of materials obtained from commercial term paper companies or from files of papers prepared by other persons.
  - e. A student must not collaborate with other persons on a particular project and submit a copy of a written report which is represented explicitly or implicitly as the student's individual work.
  - f. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on field work.
  - g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor to whom the work is being submitted.
  - h. A student must not alter a grade or score in any way.
  
2. **Fabrication.** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citations to the sources of information.
  
3. **Plagiarism.** A student must not adopt or reproduce ideas, words, or statements of another person without appropriate acknowledgment. A student must give credit to the originality of others and acknowledge an indebtedness whenever he or she does any of the following:
  - a. Quotes another person's actual words, either oral or written;
  - b. Paraphrases another person's words, either oral or written;
  - c. Uses another person's idea, opinion, or theory; or
  - d. Borrows facts, statistics, or other illustrative material, unless the information is common knowledge.
  
4. **Interference.**
  - a. A student must not steal, change, destroy, or impede another student's work. Impeding another student's work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.
  - b. A student must not give or offer a bribe, promise favors, or make threats with the intention of affecting a grade or the evaluation of academic performance.

### **Communication between Faculty and Students**

In order to verify the identity of all parties involved, effective September 1, 2004, all email communication from current SPEA students to SPEA staff must originate from an Indiana University email account. For email communication with SPEA faculty, current SPEA students should refer to course syllabi for instructors' preferences (Oncourse, Webmail, etc.). This policy applies to current students only. Instructions for forwarding your IUPUI email to another account can be found at <http://uits.iu.edu/scripts/ose.cgi?berh.def.help>.

### **Students Needing Support From Counseling and Psychological Services**

SPEA encourages any student who has concerns about their personal welfare to seek assistance with the professionally trained counselors of the IUPUI Counseling and Psychological Services (CAPS). CAPS provides direct professional psychological services, including crisis response, counseling, assessment and referral to all IUPUI students. More information can be found at <http://life.iupui.edu/caps/>.

### **Students Needing Support From Adaptive Educational Services**

**Students needing accommodations because of a disability will need to register with Adaptive Educational Services (AES) and complete the appropriate forms issued by AES before accommodations will be given. The AES office is located in Taylor Hall, UC 100. You can also reach the office by calling 274-3241.**

Visit <http://aes.iupui.edu/> for more information.

### **Students Called to Active Duty**

SPEA encourages any student who is in the Indiana Military Reserves and is called to active duty to finish his/her coursework if at all possible. Students who cannot complete their courses have the option of withdrawing with 100% fee refund, but this request must be made within one week of being called to active duty. Students who are called to active duty may qualify for an incomplete (provided that all the above criteria have been met). For further information, please see the Office of the Registrar's website at <http://veterans.iupui.edu/resources/withdrawal/>.

### **FLAGS System**

SPEA faculty will be using IU's FLAGS System (Fostering Learning, Achievement, and Graduation Success) to provide real-time feedback on student performance in the course. Periodically throughout the semester, data on factors such as class attendance, participation, and success with coursework, etc. will be entered with suggestions on ways to improve performance.

Students may access this information in the student center: Onestart > Student Services page >

Student Center > My Academics and Grades > My Grades.

### **Course Withdrawals**

Students who stop attending class without properly withdrawing from the class will receive a grade of F. It is important to withdraw from a course within specified timeframes (see chart below). Note that withdrawals after Week 12 of a regular session or Week 4 of a summer session are rarely granted. **Poor performance in a course is not grounds for a late withdrawal.**

Withdrawal forms will not be processed in the Office of the Registrar after the last day of classes. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process, but each student should remember that in accordance with campus policy, SPEA does not permit a student to withdraw from a

course if he/she has completed the course requirements. Grade replacement should be used in this case. See the Office of the Registrar's website at <http://registrar.iupui.edu/withdraw.html> for more information. To withdraw, obtain a withdrawal slip (DROP/ADD Form) from the SPEA Student Services window. Instructions for completing it are given on the form.

Withdrawal Deadlines	
Course deleted from record, no grade assigned, 100% refund (Advisor signature <b>IS NOT</b> required)	Week 1 (last day)
Withdrawal with automatic grade of W (Advisor signature <b>IS</b> required)	Week 2– Week 7 (regular session) Week 2 – Week 3 (summer session)
Withdrawal with grade of W or F (Advisor and instructor signatures <b>ARE</b> required)	Week 8 – Week 12 (regular session) Week 3 – Week 4 (summer session)

### Incompletes

A grade of incomplete (I) indicates that a 'substantial portion' of the work in a course has been satisfactorily but not entirely completed by the student as of the end of the semester. The incomplete can be given to a student facing a hardship such that such that it would be unjust to hold the student to the established time limits for completing the work. To be eligible for the incomplete in a SPEA course, the student's work must be of passing quality, and the student must have completed 75% of the course requirements. **Poor performance in a course is not grounds for an incomplete.** SPEA follows the campus guidelines, which may be accessed at the Office of the Registrar's website at <http://registrar.iupui.edu/incomp.html>, in awarding incompletes. Incompletes must be removed within a time period not to exceed one year after the semester in which the student was enrolled in the course. The incomplete will revert to an 'F' if the work is not completed within the allotted timeframe established by the instructor.

### Grade Changes

Under certain circumstances, students can seek grade changes for previously taken courses if they believe that a grade has been calculated or assigned incorrectly. A student who is seeking a grade change must first contact the instructor and ask for the grade change. In the event the instructor does not change the grade, the student can file a Change of Grade Petition with the Registrar's Office. **In SPEA, a student has 90 days after the conclusion of a course to appeal a grade.** In cases of extenuating circumstances, SPEA may consider petitions filed after this date. SPEA will review the request and make a final decision on a case-by-case basis. The Change of Grade petition form is located at the Office of the Registrar's website at <http://registrar.iupui.edu/grdfm.html>.

### Final Exam Schedule

If a final exam is given, it must be held on the day and time set in the final exam schedule. If an instructor has changed the final exam date, the student should first consult with the instructor. Students who have more than three final exams in one day or insufficient time to get from one exam to another should consult with their

instructors to resolve these conflicts. If a student is not able to resolve a final exam problem with the instructor, the student may report the problem to the Director of the program. Tests or major writing assignments may not be required during the week before the formal final exam week unless assigned or announced at the beginning of the semester. See the Office of the Registrar's website at <http://registrar.iupui.edu/final-policy.html> for the policy and final exam week schedule.