

Appr 11/8/05

LSC Use Only No:	LSC Action-Date:	UWUCC USE Only No.	UWUCC Action-Date:	Senate Action Date:
		04-81 05-9		Appr 12/6/05

**Curriculum Proposal Cover Sheet -University-Wide Undergraduate Curriculum Committee**

Contact Person Charlene Bebko	Email Address Bebko
Proposing Department/Unit Marketing	Phone 357-2522

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

**1. Course Proposals (check all that apply)**

New Course                       Course Prefix Change                       Course Deletion

Course Revision                       Course Number and/or Title Change                       Catalog Description Change

MKTG 442 Social Cause Marketing for Non-Profit Organizations

Current Course prefix, number and full title

Proposed course prefix, number and full title, if changing

**2. Additional Course Designations: check if appropriate**

This course is also proposed as a Liberal Studies Course.                       Other: (e.g., Women's Studies, Pan-African)

This course is also proposed as an Honors College Course.

**3. Program Proposals**

New Degree Program                       Program Title Change                       Other

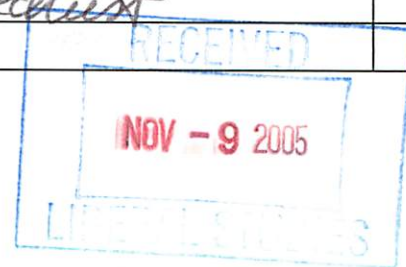
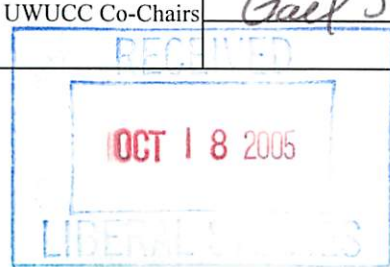
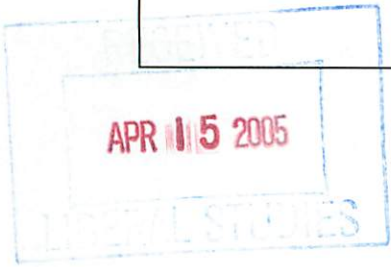
New Minor Program                       New Track

Current program name

Proposed program name, if changing

**4. Approvals**

		Date
Department Curriculum Committee Chair(s)	R. K. Garg (RAJENDR K. GARG)	April 4, 2005
Department Chair(s)	<i>[Signature]</i>	4 Apr 05
College Curriculum Committee Chair	<i>[Signature]</i>	4-14-05
College Dean	<i>[Signature]</i>	4/15/05
Director of Liberal Studies *		
Director of Honors College *		
Provost *		
Additional signatures as appropriate: (include title)		
UWUCC Co-Chairs	Gail Schmitt	11/8/05



## SYLLABUS OF RECORD

### I. Catalog Description

MKTG 442 Social Cause Marketing for Non-Profit Organizations 3 class hours  
0 lab hours

Prerequisites: MKTG 320, or permission of instructor 3 credit hours  
(3c-0l-3cr)

Developed to prepare managers of non-profit organizations and those whose mission is to plan and implement strategies for social change in society. Topics and activities will focus on strategic and tactical marketing approaches, planning and organizing for effective control of market performance of non-profit organizations and programs.

### II. Course Objectives

Students will be able to

1. Acquire knowledge concerning the characteristics of social cause ideas that make the task of marketing substantially different than that for products or services.
2. Analyze the environment faced by the non-profit organization in the context of external opportunities and threats.
3. Demonstrate the ability to plan and implement social cause strategies at both the individual and societal level.
4. Develop analytical, problem-solving, and communication skills necessary for the management of non-profit organizations.
5. Develop appropriate marketing strategies for the non-profit organization including the marketing of social cause ideas and fund-raising.

### III. Course Outline

#### A. THE DOMAIN OF NON-PROFIT AND SOCIAL CAUSE MARKETING (9 hours)

AUTHOR / TEXT	CHAPTER	TITLE
Andreason	Chapter 1	"The Growth and Development of Nonprofit Marketing"
Kotler	Chapter 1	"Defining Social Marketing"
Andreason	Chapter 13	"Social Marketing"

#### B. TARGET AUDIENCES AND THEIR BEHAVIOR (6 hours)

AUTHOR / TEXT	CHAPTER	TITLE
Kotler	Chapter 6	"Selecting Target Markets"
Andreason	Chapter 4	"Understanding Target Audience Behavior"
Kotler	Chapter 8	"Deepening Our Understanding of the Target Audience and the Competition"

#### C. ACQUISITION AND USE OF INFORMATION FOR THE STRATEGIC MARKETING PLAN (6 hours)

AUTHOR / TEXT	CHAPTER	TITLE
Kotler	Chapter 4	"Determining Research Needs and Resources"
Andreason	Chapter 5	"Acquiring and Using Marketing Information"
Kotler	Chapter 5	"Mapping the Internal and External Environments"

EXAM 1 1 HOUR	CHAPTERS 1, 4, 5, 6, 8, 13
------------------	----------------------------

**D. STRATEGIC MARKET PLANNING FOR NON-PROFIT ORGANIZATIONS AND THEIR SOCIAL CAUSES (9 hours)**

AUTHOR / TEXT	CHAPTER	TITLE
Kotler	Chapter 7	"Setting Objectives and Goals"
Kotler	Chapter 14	"Developing a Plan for Evaluation and Monitoring"
Andreason	Chapter 3	"Strategic Marketing Planning"
Kotler	Chapter 2	"Outlining the Strategic Marketing Planning Process"

**E. DESIGNING THE MARKETING MIX (12 hours)**

AUTHOR / TEXT	CHAPTER	TITLE
Andreason	Chapter 14	"Designing and Launching New Offerings"
Kotler	Chapter 9	"Product Designing the Marketing Offering"
Andreason	Chapter 15	"Managing Perceived Costs"
Kotler	Chapter 10	"Price: Managing the Costs of Behavior"
Andreason	Chapter 16	"Facilitating Marketing Behaviors"
Kotler	Chapter 11	"Place: Making Access Convenient"
Andreason	Chapter 17	"Formulating Communication Strategies"
Kotler	Chapter 13	"Promotion: Selecting Media Channels"

EXAM 2 FINAL EXAM PERIOD 1 HOUR	CHAPTERS 2,3,7,9,10,11,13,14,15,16,17
------------------------------------	--

**IV. Evaluation Methods**

The final grade will be determined as follows:

Examination 1	20% (1 HOUR)
Examination 2	20% (1 HOUR)
Quizzes in class and take home	20%
Project	40%

Examinations: Each exam will consist of 50% multiple choice and 50% essay questions. Approximately 75% of the exams will be factual information, and 25% of the exams will be questions that require the development of ideas based on factual information and the case information that will be presented during the exam.

Quizzes: There will be 10 quizzes given throughout the course. Five of these quizzes will be unannounced, in class, and multiple choice. Five quizzes will be take home assignments that will require knowledge of factual information on social cause marketing and current social issue news.

Project: The marketing plan project will be due during the last week of classes and will be presented as both a formal, written as well as verbal, presentation. This project will be for a nonprofit organization.

Grading Scale: A:  $\geq 90\%$  B: 80-89% C: 70-79% D: 60-69% F:  $< 60\%$

## **V. Attendance Policy**

The University expects all students to attend class.

Individual faculty members may define attendance standards appropriate to each course, and the consequences of not meeting those standards, within the following guidelines:

1. Each policy must be distributed in writing during the first week of the course. Normally, it is expected that information dealing with class attendance standards will be distributed with the Semester Course Syllabus.
2. Each policy must recognize students' need to miss class because of illness or personal emergency.
3. Each policy must define some limited level of allowable absence, normally at least a number of clock hours equal to course credit hours

## **VI. Required textbooks, supplemental books and readings**

Andreason, Alan and Kotler, Philip (2003), Strategic Marketing for Nonprofit Organizations, Sixth Edition, Prentice Hall, ISBN 0-13-041977-X

Kotler, Philip, Roberto, Ned and Lee, Nancy (2002), Social Marketing: Improving the Quality of Life, Second Edition, Sage Publications, ISBN 0-7619-2434-5

Supplemental readings can be found on the WebCT class site.

## **VII. Special resource requirements**

None

## VIII. Bibliography

Andreason, Alan (2001), Ethics in Social Cause Marketing, Georgetown University Press, ISBN 0878408207

Andreasen, Alan R. (2002), Marketing Social Marketing in the Social Change Marketplace. Journal of Public Policy & Marketing, Spring2002, Vol. 21 Issue 1, p3, 11p

Andreason, Alan and Kotler, Philip (2003), Strategic Marketing for Nonprofit Organizations, Sixth Edition, Prentice Hall, ISBN 0-13-041977-X

Andreason, Alan (2003), The Life Trajectory of Social Marketing: Some implications, Marketing Theory, Vol. 3, Issue 3, p 293.

Braus, Patricia (1995), Selling good behavior. American Demographics, Nov95, Vol. 17 Issue 11, p60.

Earle, Richard (2000), Art of Cause Marketing: How to Use Advertising to Change Personal Behavior and Public Policy, NTC Publishing Group, ISBN: 0658001221

Fox, Karen and Kotler, Philip (1980), The Marketing Of Social Causes: The First 10 Years, Journal of Marketing, Fall80, Vol. 44 Issue 4.

Griffin, Deborah; O'Cass, Aron (2004), Social Marketing; Who Really Gets the Message?, Journal of Nonprofit & Public Sector Marketing, Vol. 12, Issue 2, p. 129.

Hastings, Gerard; Saren, Michael (2003), The Critical Contribution of Social Marketing: Theory and Application, Marketing Theory, Vol 3, Issue 3, p. 305.

Hastings, Gerard; Stead, Martine; Webb, John (2004), Fear Appeals in Social Marketing Strategic and Ethical Reasons for Concern, Psychology and Marketing, Vol 21, Issue 11, p 961.

Kotler, Philip, Roberto, Ned and Lee, Nancy (2002), Social Marketing: Improving the Quality of Life, Second Edition, Sage Publications, ISBN 0-7619-2434-5

Kotler, Philip; Zaltman, Gerald (1971), Social Marketing: An Approach to Planned Social Change. Journal of Marketing, Jul71, Vol. 35 Issue 3.

Laing, Angus (2003), Marketing in the Public Sector: Towards a Typology of Public Services, Marketing Theory, Vol. 3, Issue 4, p. 427.

Rangan, V. Kasturi; Karim, Sohail (1996), Do better at doing good. Harvard Business Review, May/Jun96, Vol. 74 Issue 3, p42, 10p.

Rothschild, Michael L (1979), Marketing Communications In Nonbusiness Situations Or Why It's So Hard To Sell Brotherhood Like Soap,. Journal of Marketing, Spring79, Vol. 43 Issue 2.

Rothschild, Michael L.(1999), Carrots, Sticks, and Promises: A Conceptual Framework for the Management of Public Health and Social Issue Behaviors. Journal of Marketing, Oct99, Vol. 63 Issue 4, p24, 14p.

Sheth, Jagdish N.; Frazier, Gary L.(1982), A Model of Strategy Mix Choice for Planned Social Change. Journal of Marketing, Winter82, Vol. 46 Issue 1.

Weinreich, Nedra (1999), Hands on Social Marketing, Sage Publications, ISBN 0761908676

## Course Analysis Questionnaire

### **A. Details of the Course**

A1. This course is an elective in the marketing department intended for marketing majors or those interested in social cause marketing for nonprofits. There is a distinct difference in the marketing approach to products, services and social cause ideas and therefore the content cannot be incorporated into an existing course.

A2. This course will not affect other courses in the marketing department.

A3. This course has been offered three times at IUP on a trial basis. The first time it was offered as a special topics classroom course in the Spring of 2002. The second and third time the course was offered as a special topics in the summer of 2003 and the summer of 2004 online. There were approximately 30 students each time the class was offered.

A4. This course is not intended to be dual level at this time.

A5. This course is not to be taken as variable credit.

A6. Similar courses are offered at other institutions. An example of this is:

Stanford University	Social and Non-Profit Marketing
University of South Florida	Introduction to Social Marketing
Case Western Reserve Univ.	Marketing for Nonprofit Organizations

A7. No professional society, accrediting authority, law or other external agency recommends or requires the content or skills of this proposed course.

### **B. Interdisciplinary Implications**

B1. This course will be taught by only one instructor from the department.

B2. The content of this course does not overlap with any other at the University.

B3. This course is not cross-listed.

### **Section C: Implementation**

C1. No new faculty member is required to teach this course. Faculty in the department will alternate this course with another of their marketing electives. This course will be counted as one preparation and three hours of equated workload.

C2. No additional resources will be required for this course.



- C3. No resources are funded by grant money for this course.
- C4. The plan is to offer this course every other semester.
- C5. Only one section of this course will be offered in the semester it is taught.
- C6. An average of 35-40 students can be accommodated in the class due to the nature of the strategic marketing plans that will be developed for nonprofits during the semester.
- C7. No professional society recommends enrollment limits or parameters for this course.
- C8. This course has been offered as a distance education course, also.

**D. Miscellaneous**

No additional information is necessary.

MANDEL CENTER FOR NONPROFIT ORGANIZATIONS  
CASE WESTERN RESERVE UNIVERSITY

MAND 436  
FALL, 2001  
Wednesday 6:00-8:00 p.m.

**COURSE SYLLABUS- MARKETING FOR NONPROFIT ORGANIZATIONS**

Instructor: Deborah A. Bridwell, PhD  
Office Hours: By Appointment  
Telephone: 216.348.3633  
E-mail: [mcbri1@ameritech.net](mailto:mcbri1@ameritech.net)

**REQUIRED COURSE TEXT:**

Articles to be distributed by instructor.

Amherst Wilder Foundation (1992). *Marketing Workbook for Nonprofit Organizations*.

**OPTIONAL COURSE TEXT:**

Kotler, Philip and Andreasen, Alan R. (1997). *Strategic Marketing for Nonprofit Organizations*. New York, NY: The Free Press, a Division of Simon & Schuster, Inc.

**OTHER COURSE RESOURCES:**

*Non-Profit World*, a publication of the Society of Non-Profit Organizations.

*Marketing News*, a publication of the American Marketing Association.

Crandall, R. (1998). *Marketing For People Not In Marketing*. Corte Madera, CA: Select Press for the Institute for Effective Marketing.

Greenbaum, T.L. (1998). *The Handbook for Focus Group Research*. Thousand Oaks, CA: Sage Publications.

Naisbitt, J & Aburdene, P. (1990). *Megatrends 2000*. New York, NY: Avon Books.

Peters, T. (1999). *The Marketing 50*. New York, NY: Alfred A. Knopf.

Ries, A. & Trout, J. (2001) *Positioning: The Battle for Your Mind*. New York, NY: The McGraw-Hill Companies, Inc.

Smith, J.W. (1997). *Rocking the Ages*. New York, NY: Simon & Schuster, Inc.

## **COURSE OVERVIEW**

This course is designed to prepare managers of nonprofit organizations to effectively apply marketing theories, strategies and tools in the overall management of their organizations. The theme for the course emphasizes how marketing is a management tool that proactively informs organizational decision-making. Course topics and activities will focus on strategic and tactical marketing approaches, planning and organizing for effective marketing, and evaluation and controlling market performance for nonprofit organizations and programs.

## **COURSE GRADING CRITERIA AND ASSIGNMENTS**

1. All assignments should demonstrate the student's understanding and application of the relevant material presented in the textbook, class lectures and activities. Assignments must be prepared on a word processor or presentation software, as required, and according to formats outlined in the course assignments that will be distributed during course sessions or as outlined in the syllabus. Points will be deducted for incorrect grammar, misspellings, and unprofessional presentation. In general, the grading criteria will be based on whether or not the assignment (when applicable) is considered professional and useable as it is presented.
2. Late assignments will not be accepted, and in-class assignments must be done while class is in session.
3. Class participation and attendance is a critical component of classroom learning. Although a specific number of points will not be given for a student's class participation, lack of participation (or general disinterest or absence in the class) will negatively affect a student's final grade.
4. Points will be assigned to each assignment. The total number of points for the course is 100.

Marketing Trend Analysis – White Paper	20 points
Case Study Recommendations	35 points
Marketing Plan Analysis	45 points

**\*\* Absolutely no assignments will be accepted after 5:00 p.m. on December 6, 2001.**

5. All assignments should be submitted with a cover page that includes the following information:  
Name  
Address  
Day and Evening Telephone Numbers  
Fax Number (if available)  
Assignment Title  
E-mail Address

All assignments should be prepared according to APA style unless otherwise noted.

## **COURSE SCHEDULE**

Class sessions are scheduled every Wednesday beginning on October 17 through December 5, 2001, except for November 21, from 6:00 to 8:30 p.m. Students are expected to attend every session. Tardiness and absenteeism will lower a student's final grade. In all cases, students should notify the instructor prior to the session that they are unable to attend.

### **COURSE OUTLINE/ASSIGNMENT DUE DATES**

- October 17**    **OVERVIEW**  
**DEFINING MARKETING**  
**THE MARKETING PROCESS**
- Plus: Use Marketing to Create, Communicate and Deliver Value
- October 24**    **PRESENTATION OF CASE STUDY**  
**USING MARKETING FRAMEWORK TO ACHIEVE ORGANIZATIONAL**  
**AND PROGRAM OBJECTIVES**  
**IDENTIFYING MARKETING OPPORTUNITIES**
- White Paper Due
- October 31**    **MARKET RESEARCH**  
**MARKET INTELLIGENCE**  
**MARKET IDENTIFICATION AND SEGMENTATION**
- Plus: Database Development
- November 7**    **MARKET PLANNING**  
**STRATEGY DEVELOPMENT**  
**ORGANIZATION AND BRAND IDENTITY**
- Case Study Recommendations Due
- November 14**    **COMMUNICATION**  
**ACQUIRING, RETAINING, AND GROWING CUSTOMERS**
- November 28**    **OVERVIEW MARKET TOOLS AND APPROPRIATE APPLICATIONS**
- Plus: Cause Related Marketing, Finding, Evaluating, Creating Marketing Resources
- December 5**    **NONPROFIT MARKETING IN A CHANGING WORLD: ELECTRONIC**  
**MARKETING PLACE, STRATEGIC ALLIANCES, ETC.**
- Marketing Plan Analysis Due

## **Business M358**

### **Social and Non-Profit Marketing**

*Class Meetings:* Mondays and Thursdays, 10 a.m. to 11:45 a.m.

*Office Hours:* Wednesdays, 2 p.m.- 3:30 p.m. (sign-up in advance)

*Contact:* (office & phone) L386, 725-9083; (e-mail) Grier\_Sonya@gsb.stanford.edu  
Admin. Assistant: Kerry Breuer L368, (phone) 723-2140

<b>COURSE INFORMATION</b>
---------------------------

#### **I. Course Scope and Objectives**

This course is designed to develop knowledge, skills, and perspectives to support the application of traditional marketing concepts (e.g., developing a customer orientation, segmentation, and positioning) to non-profit organizations and social change efforts. The course aims to provide an understanding of the specific workings, issues, dynamics and unique marketing challenges of non-profit organizations and social change efforts.

The course also intends to develop the students' abilities to analyze problems and create effective strategies for the marketing of social/non-profit products, services, organizations, and ideas. Finally, the course attempts to create an understanding of specific marketing resources and tools relevant to the social/non-profit sector, including volunteer development, fundraising, and private-sector alliances.

The course is designed primarily for MBAs whose career goals involve working in or with non-profit organizations, or who desire knowledge regarding how such organizations achieve their marketing goals. Further, M358 is for students interested in understanding the role and application of marketing beyond commercial gain, such as to promote social change.

#### **II. Course Materials**

The required text for the course is Strategic Marketing for Non-Profit Organizations, Philip Kotler and Alan R. Andreasen, 1996 (5<sup>th</sup> edition), Prentice Hall (KA).

Additional class readings are contained in a course reader designed to complement the text. The readings have been selected to present theoretical foundations and applied examples of key concepts underlying the development of social and non-profit marketing. The cases present specific decision-making situations. The discussion of the issues raised by the readings and cases provides a structured way to assess theory in practice.

### **III. Course Format**

The course will be based primarily on in-class discussion and analysis of assigned readings and cases. A session-by-session outline of key topics and necessary class preparation is provided in the course reader. Additionally, several speakers have been scheduled to provide "live case examples" and strengthen exposure to practical marketing challenges and solutions. Advance notification will be provided for any changes to particular class sessions.

### **IV. Course Requirements**

Your performance will be evaluated on the basis of the following:

<b>Class Participation</b>	<b>20 %</b>
<b>Short Papers (2)</b>	<b>32 %</b>
<b>Group Case Analysis</b>	<b>15 %</b>
<b>Group Final Project</b>	<b>33 %</b>

#### ***A. Class Participation***

All students are expected to participate in class discussion, as well as in any in-class assignments. The goal of this requirement is to use classroom expertise to help make each class session a lively, stimulating, and intellectually rewarding learning venture. To a substantial extent, the benefits derived from this course are facilitated by students' willingness to expose their viewpoint to the critical scrutiny of the professor and the class, as well as to elaborate and evaluate others' views. Given this participation requirement, attendance is crucial. Please inform me in advance (in writing) if you are unable to attend class due to some critically important matter.

Class participation also includes being fully prepared to discuss any of the weekly assignments. The outline provided for each week's class is a guide to the preparation needed for class discussion. Although formal write-up is not required for the majority of the assigned cases, students should come to class prepared to discuss all cases. Particular attention should be focused towards understanding the relationship between conceptual knowledge of marketing in the social/non-profit sector, and the "data" of the provided case examples.

Further, you are responsible for all material in the course reader, whether it is discussed in class or not. So please raise any questions, comments, or issues you have in class. Also, remember that your enthusiasm and involvement are an important part of the quality of your course experience. However, keep in mind that the goal of class participation is to make insightful and compelling contributions; the issue is one of *quality*, not quantity. Below is a description of how your class contributions will be evaluated:

Outstanding: Contributions in class reflect exceptional preparation. Ideas offered are always substantive, and provide one or more major insights as well as a fruitful direction for the class discussion. Arguments are well-substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

Good: Contributions in class reflect thorough preparation. Ideas offered are usually substantive, provide good insights, and sometimes a fruitful direction for the class discussion. Arguments, when presented, are generally well-substantiated and are often persuasive. If this person were not a member of the class, the quality of the discussions would be diminished considerably.

Adequate: Contributions in class reflect satisfactory preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the discussion. Arguments are sometimes presented, and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of the discussions would be diminished somewhat.

Non-participant: This person has contributed little or nothing in this class to date, so there is not adequate basis for evaluation. If this person were not a member of the class, the quality of the discussions would not be changed.

Unsatisfactory: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide few, if any, insights, and never a constructive direction for the class discussion. Integrative comments and effective arguments are absent. Class contributions are, at best, "cherry-picking" efforts at making isolated, obvious, or confusing points. If this person were not a member of the class, valuable air time would be saved.

### ***B. Short Papers***

The two brief short papers each involve an analysis of significant social/non-profit marketing issues. You will analyze the provided information and develop specific marketing strategies and tactics. These two assignments aim to challenge your analytical abilities, provide integration and written application of evolving issues in the course domain, and allow for individual feedback.

### ***C. Group Project***

The overall purpose of the group project is to allow you to integrate and apply the various components of non-profit strategy discussed in class to an actual social/non-profit organization. The project involves the examination and appraisal of a social/non-profit organization's marketing structure, processes, performance, and potential. Based on this information, you will develop strategic recommendations to improve marketing performance. Additionally, the evolving group projects will be discussed in class to illustrate issues related to weekly topics. As a result, students will need to start on the projects immediately. These assignments allow you to learn while challenging your marketing skills, analytical abilities, and creativity.

**Detailed information for each assignment will be distributed during the first class.**

### ***E. Other***

Remember, this is your class. Please feel free to make suggestions or comments regarding course materials and/or structure, as well as to bring in materials to share with the class. What you get out of a course is largely determined by what you put into it. I will do everything possible during the quarter to stimulate, guide, and facilitate your learning and understanding of course topics. If you reciprocate, I don't see how we can miss.

<b>M358 COURSE CONTENTS</b>
-----------------------------

**I. The Domain of Social /Non-Profit Marketing**

- S1 Tue Jan 8 Social and Non-Profit Dimensions of Marketing
- S2 Thu Jan 10 Developing a Customer Orientation

**II. Developing Marketing Strategy in the Social /Non-Profit Sector**

- S3 Mon Jan 14 Creating Marketing Strategy: *The Advertising Council*
- S4 Thu Jan 17 Understanding the Consumer: *How Does Behavior Change?*
- S5 Thu Jan 24 Consumer Research: *The FTC "Marketing of Violence" Study*  
**Due: Group Project Proposal**
- S6 Mon Jan 28 Segmenting, Targeting & Positioning: *The Mexican Museum*
- S7 Thu Jan 31 The Audit and Strategic Marketing Planning

**III. Cultivating Resources for Marketing Strategy Implementation in the Social/Non-Profit Sector**

- S8 Mon Feb 4 Developing Strategic Marketing Resources: Fundraising, Volunteerism & Alliances
- S9 Thu Feb 7 Motivating People to Give: *The San Francisco Volunteer Center*  
**Due: Volunteerism Assignment**
- S10 Mon Feb 11 Developing Strategic Alliances: *Share Our Strength and American Express*  
**Due: Marketing Audit**

**IV. Implementing Marketing Strategy in the Social/Non-Profit Sector**

- S11 Thu Feb 14 Understanding the Product: *The Ph.D. Project*
- S12 Tue Feb 19 Promotional Strategies: *The Ad Council's Anti-AIDS Advertising*
- S13 Thu Feb 21 Service Delivery and Distribution: *The Aravind Eye Hospital*
- S14 Mon Feb 25 Marketing Issues in Replication: *The Bayview Hunters Point Center*  
**Due: Marketing Replication Assignment**
- S15 Thu Feb 28 Assessing the Effects of Social/Non-profit Marketing Strategy  
**Due: MSC Case Analyses**
- S16 Mon Mar 4 Managing Perceived Costs: *The Marine Stewardship Council (MSC)*
- S17 Thu Mar 7 Presentations: Group Project Strategic Marketing Recommendations
- S18 Mon Mar 11 Presentations: Group Project Strategic Marketing Recommendations
- S19 Thu Mar 14 Emerging Topics in Social/Non-Profit Marketing  
**Due: All Final Project Papers (by Start of Class)**





## ON THIS SITE

[» eLearning@UQ Login](#)
[» Course Overview](#)
[» Objectives](#)
[» Graduate Attributes](#)
[» Teaching & Learning](#)
[» Resources](#)
[» Assessment](#)
[» Dictionary use in exams](#)
[» Misconduct & Plagiarism](#)
[» Disability Support](#)
[» Computing Facilities](#)

Select a quick link:

» **ST LUCIA COURSES**

Select a Course

» **IPSWICH COURSES**

BSMK2507

[Home](#) » [Current Students \(Undergraduate\)](#) » [Undergraduate Course list](#) » [BSMK2507](#) » [Overview, Objectives and Graduate Attributes](#)

## BSMK2507 - Social and Nonprofit Marketing

### ON THIS PAGE

- » [Overview of this course](#)
- » [Objectives](#)
- » [Graduate Attributes](#)
- » [Full course list](#)
- « [BSMK2507 home](#)

### 1.0 OVERVIEW OF THIS COURSE

Before attempting this course, students are advised that it is important to complete the appropriate prerequisite course(s) listed on the front of this course profile. No responsibility will be accepted by the School of Business, the Faculty of Business, Economics and Law: or the University of Queensland for poor student performance occurring in courses where the appropriate prerequisite(s) has/have not been completed, for any reason whatsoever.

In recent years marketing has rapidly expanded its application from being primarily a commercial practice, to being used to increase the effectiveness and efficiency of a range of non-commercial activities. Over the past decade marketing has been adopted by public sector and voluntary agencies to improve communication with key audiences and enhance service standards. This course will introduce students to the basic theory and principles of social and non-profit marketing, explaining how techniques like advertising, branding, segmentation and the marketing mix can be used to tackle important social and health problems. The course will also explore how the special needs of the non-profit sector have expanded the field of marketing in areas such as marketing to large donors and to small gift givers who regularly support non-profit organisations. Students will also develop an understanding of market orientation and the representation of "customers" on boards of governance. The marketing to volunteers who form an essential part of voluntary sector organizations will also be considered. This course is for students interested in understanding the role and application of marketing, communication and public relations beyond private and commercial benefits.

### 2.0 OBJECTIVES

This course is designed to develop knowledge, skills, and perspectives to support the application of traditional communication and marketing concepts (e.g., developing a customer orientation, segmentation) to non-profit and public sector organizations. In addition, the

course provides students with the opportunity to work with a community-based organisation or government department to create a social or broader non-profit marketing program and campaign. This course will enable students to:

1. critically discuss the specific workings, issues, and dynamics of nonprofits and public organisations and their unique marketing challenges
2. develop abilities to creatively analyse problems and create effective strategies for the marketing of social products, services, organizations, ideas, and places
3. understand the specific marketing resources and tools, including audience development, fundraising, corporate alliances, and public relations.
4. understand and apply the theories of communication and behaviour change
5. apply the theory and models of public and voluntary sector and social marketing to a range of practical situations
6. evaluate current social and non-profit marketing programs using Australian and international case studies
7. discuss ethical considerations in social marketing and non-profit marketing
8. develop and apply the social marketing planning and evaluation process
9. collect, analyse and organise information and idea
10. develop written and oral skills to communicate within and outside of groups

### **3.0 GRADUATE ATTRIBUTES**

The University of Queensland has proposed that all its graduates will have in-depth knowledge of the field(s) studied. Furthermore each graduate will display effective communication skills, independence and creativity, critical judgment and ethical and social understanding. These attributes reflect the broad nature of a graduate's required skill set. The skill set builds upon the culture of inquiry and innovation that are part of a research university, as well as embedding the need to exhibit effective interpersonal skills and a broad understanding of social and ethical responsibilities. The School of Business is currently in the process of ensuring that all of our programs allow students to develop these attributes.

#### **3.1 IN-DEPTH KNOWLEDGE OF THE FIELD OF STUDY**

This course provides a comprehensive and well-founded knowledge of the field of nonprofit and social marketing through the use of current theory in the area and industry experts as guest speakers and partners for the community project. This achieves the objectives of: 1) critically discuss the specific workings, issues, and dynamics of nonprofits and public organisations and their unique marketing challenges; 3) understand the specific marketing

resources and tools, including audience development, fundraising, corporate alliances, and public relations; 4) understand and apply a range of theories for communication and behaviour change, and, 5) apply the theory and models of public and voluntary sector and social marketing to a range of practical situations.

### **3.2 EFFECTIVE COMMUNICATION**

This course assists the student to develop the ability to collect, analyse and organise information and ideas and to convey those ideas clearly and fluently, in both written and spoken forms. This is developed through the use of online resources and discussion forums and the requirement to collect primary data to analyse a social marketing problem. It also develops the ability to interact effectively with others in order to work towards a common outcome.

This achieves the objectives of: 9) collect, analyse and organise information and ideas; and 10) develop written and oral skills to communicate within and outside of groups.

### **3.3 INDEPENDENCE AND CREATIVITY**

Through the expert panel and community project, this course develops the ability to work and learn independently. It also develops the ability to generate ideas and adapt innovatively to changing environments and identify problems, create solutions, innovate and improve current practices. This achieves the objective of: 2) develop abilities to creatively analyse problems and create effective strategies for the marketing of social products, ideas, services and organizations; 4) understand and apply a range of theories for communication and behaviour change.

### **3.4 CRITICAL JUDGEMENT**

Students develop critical thinking skills through the expert panel, community project and examination. This involves the ability to define and analyse problems and the ability to evaluate opinions, make decisions and to reflect critically on the justifications for decisions. This achieves the objectives of: 2) develop abilities to creatively analyse problems and create effective strategies for the marketing of social products, ideas, services and organizations; 6) evaluate current social and nonprofit marketing programs using Australian and international case studies; and 8) develop and apply the social marketing planning and evaluation process.

### **3.5 ETHICAL AND SOCIAL UNDERSTANDING**

Ethics is a key component of this course through the inclusion of ethical issues in data collection for the community project and as specific lecture topics. This develops an understanding of social and civic responsibility in the application of social and nonprofit marketing principles. This achieves the objective of: 7) discuss ethical considerations in social marketing and nonprofit marketing.

**The University of South Florida  
College of Public Health  
The Department of Community and Family Health**

**INTRODUCTION TO SOCIAL MARKETING  
FOR  
PUBLIC HEALTH  
PHC 6411  
Fall 2001**

**CREDIT HOURS: 3**

**FACULTY:** Carol Bryant, Ph.D.  
Associate Professor  
Department of Community and Family Health  
**Office Hours:** Wednesdays and by appointment  
**Telephone:** 813-974-6686; SC 574-4867  
**E-mail Address:** cbryant@com1.med.usf.edu

**TEACHING ASSISTANT: TBA**

**ADDRESS:** College of Public Health, MDC 56,  
13201 Bruce B. Downs Blvd., Tampa, Fl 33612

You are welcome to call, e-mail, or drop by anytime. However, I recommend that you make an appointment to be sure that I am available when you would like to meet. Please let me know if you have any difficulties with the class. Suggestions for improving the course are always appreciated.

**COURSE DESCRIPTION:**

This course is designed to analyze the components and applications of social marketing for public health. Class sessions will combine didactic presentations with group discussion and in-class exercises. Students are expected to read the assigned materials prior to each class so that they are prepared to participate. Students also are expected to complete homework assignments on time. If an assignment is turned in late, one point will be deducted for each day after the deadline.

**PREREQUISITES:**

Email and Internet Access Required (see course requirements)

## **OBJECTIVES:**

At the end of the course, students will be able to:

- Identify appropriate uses of social marketing in public health.
- Discuss the use of social marketing to make public health interventions culturally sensitive and educational materials relevant for low-income, minority and other special populations.
- Identify the appropriate methods for use in conducting social marketing research.
- Design a social marketing plan to ameliorate a public health problem.
- Apply the social marketing mind set to develop, implement/manage, and evaluate social marketing programs.
- Discuss guidelines for selecting and working with the creative/production team.
- Discuss guidelines for working with local media to implement a social marketing campaign.
- Discuss ethical principles that guide social marketing practice.

**Course Format:** This course consists of a combination of seven satellite broadcast sessions of presentations by the course instructor, assigned readings in the text and supplemental materials on-line, and required activities and assignments. Some assignments require student to work as teams in learning communities on a specific behavior change project. Please review the list of behavioral project topics below and email the graduate teaching assistant your first three choices by **September 1<sup>st</sup>**. If you have never participated in a virtual learning community before, you may want to form a team at your site: just find 2 other students who are willing to work on the same topic and send the graduate teaching assistant a description of the topic. (Remember, it must involve voluntary behavior change.)

- Increased fruits and vegetables consumption
- Consumption of decreased dietary fat
- Decreased soft drink consumption
- Increased physical activity
- Breastfeeding
- Enrollment in free or low cost child health insurance
- Prenatal care utilization

- Enrollment in the WIC program
- Contraception
- Condom use
- Sexual abstinence
- Seat belt use
- Bicycle helmet use
- Flossing
- Regular dentist visits
- HIV testing
- Smoking initiation
- Underage drinking
- Other: you may submit a topic.

**Course Structure:** The satellite sessions and assignments are outlined below in the Course Schedule. It is the student's responsibility to read all of the assigned materials for each session, attend or view the associated satellite session presentations, and complete the appropriate assignments on time. Each student is expected to manage his or her own time so as to complete each assignment within the scheduled time frame. It is very important to stay on schedule. There is a considerable amount of material to be covered, and it may not be possible for a student to catch-up if he or she falls behind schedule. The instructor will attempt to monitor each student's progress and assist any students who may have difficulty maintaining a reasonable pace through the materials. However, it remains each student's responsibility to seek help or contact the instructor with any questions or problems, if necessary.

**Satellite Session Viewing Options:** Each student is required to view the seven satellite sessions. Students do best if they attend during the scheduled broadcasts so they can participate in discussions and class exercises. However, students who are unable to attend may view these sessions either by watching a videotaped of a session after the satellite broadcast or by viewing the on-line streaming video netcast of a session after the satellite broadcast. Additional information on how to access the videotapes of a satellite broadcast can be obtained from the Distance Learning Program.

**Schedule Changes:** The Course Schedule below sets out the dates of the satellite sessions. Although the schedule is not expected to change, circumstances occasionally require adjustments to be made. If any changes are necessary, every effort will be made to provide students with the schedule change information well in advance of the revised dates. Check the course website regularly for announcements. Any changes made in the schedule will not decrease the amount of time students have to complete each assignment.

## **COURSE EXPECTATIONS:**

1. Students are expected to read materials before the each class session begins.
2. Each student will be expected to view all class sessions.
3. Students are expected to complete numerous assignments throughout the semester. Because assignments are designed as learning experiences, they must be completed as scheduled. Assignments turned in after the deadline will be penalized one point for each day it is late. Assignments will not be accepted after they have been reviewed in class.
4. Students will be expected to work in learning communities to complete several exercises (e.g., complete a systematic planning model, pretest educational materials). All members of the group will be given the same grade.
5. Students may tape lectures for their personal use only.
6. Students who anticipate the necessity of being absent from class due to the observation of a major religious observance may view the sessions on videotape or netcast at another time.

## **COURSE WEBSITE AND REQUIREMENTS:**

This course will be delivered using a combination of satellite and web based technologies. Upon registration each student will be assigned a password to access the course website. To access your username, please visit:

**<http://www.hsc.usf.edu/PUBHEALTH/DLP/courses/cfhphc6411.html>**

To access the course website, go to: <http://scholar.acomp.usf.edu:8050/>

Click on Login and enter your User ID and Password. Your password by default is your Social Security Number (no spaces). Click on Enter. Under Courses, you will notice the Introduction to Social Marketing as one of the courses you are registered for. Click on the course name to enter the course website.

**Note:** This course requires full Internet access, a working e-mail address, and a 4.0+ browser of your choice (Netscape, Internet Explorer, AOL, etc.) with Javascript enabled. Further information on browser settings will be made available on-line and during the first satellite session.

### **Computer Requirements**

The following computer capabilities are required to complete the course:

- ◆ Computer (166 MHz with 32 MB RAM)
- ◆ Windows 95 and above Operating system
- ◆ Internet Explorer 5.0 or better OR Netscape Navigator 4.0 or better (free download on the web)
- ◆ Internet Access with a minimum of 56 K Modem
- ◆ Email Address
- ◆ Adobe Acrobat Reader 4.0 (free download on the web)
- ◆ Quick Time 3.0 (free download on the web)
- ◆ Microsoft Office 97 or higher is preferred.

**TEXT:**

One textbook will be required. The book is available at the USF Health Sciences Bookstore for on-campus students and through Specialty Books for off-campus students.

Andreasen, Alan (1995). *Marketing for Social Change: Changing Behavior to Promote Public Health, Social Development and the Environment*. San Francisco: Jossey-Bass.

In addition, a Supplemental packet of readings is available for purchase through the COPH Copy Center. Specialty Books Textbook and COPH Copy Center order forms are available online at:

<http://www.hsc.usf.edu/PUBHEALTH/DLP/courses/cfhphc6411.html>

**GRADING:**

Homework Assignment #1A: Review CD-Rom	<b>No points</b>
Homework Assignment # 1B: Take Home Exam	<b>15 points</b>
Homework Assignment # 2A: Audience Segmentation	<b>5 points</b>
Homework Assignment #2B: Behavioral Recommendations	<b>5 points</b>
Homework Assignment # 3A: Behavioral Determinants	<b>5 points</b>
Homework Assignment # 3B: Placement and Promotional Tactics	<b>5 points</b>
Homework Assignment # 4: Research Report	<b>15 points</b>
Homework Assignment # 5: Pretesting Protocol	<b>5 points</b>
Homework Assignment # 6: Pretesting Report	<b>10 points</b>
Homework Assignment # 7: Ethics Case Study	<b>10 points</b>
Homework Assignment # 8: Final Exam	<b>20 points</b>

**Scoring Code**

98-100 = A+	93-97 = A	90-92 = A-	87-89 = B+	83-86 = B
80-82 = B-	77-79 = C+	73-76 = C	70-75 = C-	67-69 = D+
63-66 = D	60-65 = D-	0-59 = F		





MBA Elective Curriculum: Course Descriptions  
2004-2005

[View by Unit](#) | [View by Course Title](#) | [View by Faculty](#)

## **Social Marketing**

*Course Number 1970*

### **Professor V. Kasturi Rangan**

Winter, 20 Sessions

Paper

Enrollment: Limited to 45 students

### **Video Resources**

**Overview of all Marketing offerings by Unit Chair David Bell**

**Detailed information about this Marketing offering by Prof. V. Kasturi Rangan**

These resources are currently available to HBS Community members only.

## **COURSE DESCRIPTION**

This course is for anyone with an interest in the topic of Social Marketing. This is not a professional skills development course, but is meant to provoke deeper thinking on management issues and is more conceptual than practical. This is a general management course with a significant marketing emphasis. Much of the learning is likely to be contextual, and therefore only those with an interest in the subject matter are encouraged to take the course. The main thesis of the course is that any global manager, regardless of where they are professionally rooted, in the corporate sector, government sector, or nonprofit sector, will have to have an appropriate understanding of the core development needs of the communities in which they serve. Sensitizing and exposing students to these challenges is the main purpose of this course.

## **COURSE CONTENT AND ORGANIZATION**

The course is roughly divided into four modules. The first two cover issues of Social Marketing and Cause Marketing, which have general applicability regardless of the state of the economy (developed or developing), and the last two cover issues of Social Development and Economic Development, perhaps more appropriate for developing economy settings.

The course will address these issues from the perspective of the nonprofit, non-governmental (NGO) organizations, other developmental institutions, government agencies, as well as private sector actors engaged in directly or indirectly serving this sector. The course, therefore, will focus on a mix of

nonprofit and corporate protagonists engaged in the tasks.

1. **Social Marketing:** This module will focus on how marketing principles may be applied to promote social products and ideas.
2. **Cause Marketing:** This module will focus on how non-profit organizations may seek the partnership or collaboration of the corporate sector in advancing their own ultimate mission.
3. **Social Development:** The world consists of 6.3 billion people. Roughly half live below the poverty line, most in the developing countries, but a significant number of poor live in the developed world as well. They do not indulge in the kind of consumption to which most of marketing is directed. This module will explore how marketing (management) principles may be applied to further their quality of life.
4. **Economic Development:** The corporate sector plays an important role in spurring economic development in developing countries. But this is often accomplished in a complex setting with the participation of a wide variety of stakeholders. This module will explore the management role of the private sector in such a setting.

The course will by-and-large be anchored around cases. At least half of the materials are likely to be from developing country contexts. Some sessions will be anchored around readings and chapters from the books assigned as part of the course.

Having experienced hundreds of decision cases over the previous three semesters, students who take this course will have an opportunity (for a change of pace) to kick back and reflect on the key issues underlying the management dilemmas in each case situation. The discussions, therefore, are likely to be more focused on ideas and concepts rather than day-to-day management actions.

## **EVALUATION**

The course evaluation will be based on a mix of class participation, two short written assignments, and one short final paper. Each component will carry 33% of the grade.

*Short Assignment:* Students will have to write short (750 word limit, 1 exhibit limit) assignments that mirror preparation questions for the class. No outside work or reference will be necessary to write these short papers. Over 10 topics will be assigned to mirror the class sessions. Students may choose any two. These papers will be due at the beginning of the appropriate class.

*Short Final Paper:* Students may choose from one of the several topics (to be posted), and write a short final paper (1,500 words, 2 exhibits) that is reflective of some of the themes discussed in the course. This paper will be due 2-to-3 weeks after the conclusion of the class.

**UNIVERSITY OF SASKATCHEWAN**

**COLLEGE OF COMMERCE**

**MBA 898.3**

**Social Marketing: Concepts, Issues and Application**

**COURSE OUTLINE**

Instructor: Lou Hammond Ketilson Office: 180 Commerce Phone: 966-4798

**Course Objectives:**

- a) to introduce the student to the fundamental concepts of social marketing;
- b) to examine the issues associated with the application of social marketing concepts;
- c) to study their implications for marketing strategy formulation in nonprofit organizations.

**Course Requirements:**

Satisfactory completion of reading assignments as indicated by performance on a major written assignment, and by participation in discussions with the instructor.

**Course Schedule:**

**Date Topic of Discussion and Reading Assignments**

**I. Evolution of the social marketing concept and historical applications**

**Readings:**

Berkowitz, E.N. & Flexner, W.A. (1978). "The Marketing Audit: A Tool for Health Service Organizations." HCM Review. p. 51-57.

Coe, B.J. (1974). "Advertising: Application of a Marketing Technique in the Solution of Social Problems." Education Conference Proceedings. p. 267-272.

Dyer, R.F., Kuehl, P.G., & Williams, J.M. (1975). "Perspectives on Social Marketing: The Case of Tangible Product-Social Cause Offerings."

El-Ansary, A.I. & Kramer, O.E. Jr. (1973). "Social Marketing: The Family Planning Experience." Journal of Marketing. Vol. 37, p. 1-7.

Farley, J.U. & Leavitt, H.J. (1971). "Marketing and Population Problems." Journal of Marketing. Vol. 35, p. 28-38.

Herron, D.B. (1977). "Developing a Marketing Audit for Social Service Organizations." Marketing Management for Social Service Agencies. p. 125-131.

Kotler, P. (1972). "A Generic Concept of Marketing." Journal of Marketing. Vol. 36, p. 46-54.

Kotler, P. (1979). "Strategies for Introducing Marketing into Nonprofit Organizations." Journal of Marketing. Vol. 43, p. 37-44.

Kotler, P. , McDougall, G.H.G., and G. Armstrong (1988). Marketing: Canadian Edition. Scarborough: Prentice-Hall Canada.

Kotler, P. & Zaltman, G. (1971). "Social Marketing: An Approach to Planned Social Change." Journal of Marketing. Vol. 35, p. 3-12.

Luck, David J. (1969). "Broadening the Concept of Marketing - Too Far." Journal of Marketing. Vol 33, p. 53-63.

Mindak, W.A. & Bybee, H.M. (1971). "Marketing's Application to Fundraising." Journal of Marketing." Vol. 35, p. 13-18.

Mushkat, M. Jr. (1980). "Implementing Public Plans: The Case for Social Marketing." Long Range Planning. Vol. 13, p.24-29.

Taylor, D.E. (1979). "Strategic Planning as an Organizational Change Process - Some Guidelines from Practice. Long Range Planning. Vol. 12, p. 43-53.

Zaltman, G. and Ilan Vertinsky. (1971). "Health Service Marketing: A Suggested Model". Journal of Marketing, Vol.35, p. 19-27.

## **II. Evaluation of the social marketing concept and its ethical dimensions**

### **Readings:**

Bloom, P.N. "Evaluating Social Marketing Programs: Problems and Prospects". Source to be determined.

Bloom, P.N. & Novelli, W.D. (1981). "Problems and Challenges in Social Marketing." Journal of Marketing. Vol. 45, p. 79-88.

Fox, K.F.A. & Kotler, P. (1980). "The Marketing of Social Causes: The First 10 Years." Journal of Marketing. Vol. 44, p. 24-33.

Laczniak, G.R., Lusch, R.F., & Murphy, P.E. (1979). "Social Marketing: Its Ethical Dimensions." Journal of Marketing. Vol. 43, p. 29-36.

Lovelock, C.H. & Weinberg, C.B. (1974). "Contrasting Private and Public Sector Marketing". American Marketing Association Combined Proceedings, p. 242-47.

Lovelock, C.H. & Weinberg, C.B. (1978). "Public and Nonprofit Marketing Comes of Age." Review of Marketing. p. 413-452.

Manoff, R.K. (1978). "The Mass Media Family Planning Campaign for the United States." In C.H. Lovelock & C.B. Weinberg (Eds.), Readings in Public and Nonprofit Marketing. The Scientific Press.

Population Information Program (1980). "Population Reports: Family Planning Programs." Series J, 21. The Johns Hopkins University.

Roberto, E.L. (1975). Strategic Decision-Making in a Social Program: The Case of Family Planning Diffusion. New York: Lexington Books.

### **III. Marketing controversial ideas and concepts: Attempts to change attitudes and behavior**

**Readings: Note: the student is expected to add to the bibliography and literature review.**

Ajzen, I. and M. Fishbein. (1977) "Attitude-Behavior Relations: A Theoretical Analysis and Review of Empirical Research". Psychological Bulletin, Vol. 84, p.888-918.

Allport, G.W. (1967). "Attitudes" in M. Fishbein, (Ed) Readings in Attitude Theory and Measurement., p. 3-13.

Bagozzi, Richard P. and R. Burnkrant. (1979). "Attitude Organization and the Attitude-Behavior Relationship". Journal of Personality and Social Psychology, Vol. 37, p. 913-929.

Sheth, J.N. & Frazier, G.L. (1982). "A Model of Strategy Mix Choice for Planned Social Change." Journal of Marketing. Vol. 46, p. 15-25.

Vinson, D.E., Scott, J.E., & Lamont, L.M. (1977). "The Role of Personal Values in Marketing and Consumer Behavior." Journal of Marketing. p.44-50.

#### **IV. April 9 Current Applications of the social marketing concept**

**Readings: Note: the student is expected to add to the bibliography and literature review.**

Bennis, W., Benne, K., & Chin, R. (1985). The Planning of Change (4th ed.). New York: Holt, Rinehart and Winston.

Fine, S.H. (1981). The Marketing of Ideas and Social Issues. New York: Praeger Publishers.

Fox, K.F.A. (1981). Time as a Component of Price in Social Marketing. Source to be determined. p. 464-467.

Hammond Ketilson, L. (1986). Enhancing the Service Potential of Preventive Health Care Organizations: A Marketing Audit Approach. Final Report Prepared for Health Services and Promotion Branch, National Health and Welfare.

Kotler, P. (1982). Marketing For Nonprofit Organizations. Englewood Cliffs: Prentice-Hall.

Kotler, P., O.C. Ferrell, and C. Lamb (1983). Cases and Readings for Marketing for Nonprofit Organizations. Englewood Cliffs: Prentice-Hall.