

Strategic Planning and Management For Nonprofit Organizations

Professor Tom Hogan

Course Number 26:834:578

Course Description:

An integrated overview of the theory, processes and practices of modern strategic planning and management for the nonprofit sector. Contemporary strategies, techniques and tactics will be explored through formal lectures and group presentations focusing on the application of theory and a customer orientation. This course is designed to provide a conceptual framework and develop conceptual skills that will help students understand the role of strategic planning and management within the broader scope of organizational planning and decision-making.

Course Objectives:

- To develop an understanding of the relevance and importance of strategic planning and management to nonprofit organizations.
- To define, analyze and discuss the key concepts required to apply an integrated approach to strategic planning and management.
- To refine and extend the student's analytical skills and technical vocabulary pertinent to the functions of strategic planning and management.
- To challenge, stimulate and guide rigorous discussion of the potential and limitations of applying strategic planning and management concepts to nonprofit organizational settings.

Text:

Strategic Marketing for Nonprofit Organizations, 5th ed., by Philip Kotler and Alan Andreasen, (Prentice-Hall) 1996.

Grading:

Final course grades will be determined as follows:	Mid-Term Exam	30%
	Final Exam	30%
	Team Presentation	30%
	Class Contribution*	<u>10%</u>
	Total	100%

* Includes sharing relevant news articles on current events and attendance at all group presentations. Tom Hogan

Course Schedule: In order to maximize flexibility and responsiveness to group interests, presentation of course material will not adhere to a rigid timetable. Accordingly, topics appearing in the following course outline are organized for the most part sequentially, but are not intended to strictly limit coverage or to constitute a precise chronological schedule.

Course Outline:

SESSION	TOPIC	CHA
PTERS		
7/08	Welcome, Introductions, Perceptions and Expectations	
7/10	The Growth and Development of Nonprofit Marketing, 14 Developing a Customer-Centered Mind-Set & Social Marketing	1, 2,
7/15	Strategic Marketing Planning Process, Developing a 6 Core Marketing Strategy: Segmenting the Market & Positioning the Organization	3, 5,
7/17	Acquiring and Using Marketing Information & Understanding Consumer Behavior Mid-Term Review Mid-Term Take Home Exam Progress Report on Case Studies (Team Presentations)	7,4
7/22	Planning and Budgeting the Marketing Mix, Managing 13, 15 Products and Services & Developing and Launching New Offerings	12,
7/24	Managing Perceived Costs, Managing the Marketing 17, 18 Channel & Formulating Communications Strategies	16,
7/29	Managing Advertising and Sales Promotions, Managing 20, 22 Public Media and Public Advocacy & Marketing Evaluation and Control Final Exam Review Final Exam Take Home	19,
7/31	Nonprofit Organizations In The News - Analysis and application of course concepts	
8/5	Team Presentation Work Session	
8/7	Team Presentation Work Session	
8/12	Case Studies (Group Presentations)	

Final Exam Due.

8/14 Case Studies (Group Presentations)

Strategic Planning & Management for Nonprofit Organizations Case Study
(Group Presentation)

- Purpose: Provide opportunity to apply and integrate theories and concepts discussed.
- Case Study: Identify, describe and discuss a Best Practice (role model organization or program) utilized by a non-profit agency to enhance the quality and responsiveness of services delivered by focuses on meeting and exceeding customer expectations.
- What: Deliver a 30 minute group presentation to class that addresses, at a minimum, the questions provided below. Lead a Q & A session.
- When: August 12
- How: For you and your team to determine.
- Requirements:
 - Must be current (i.e., published within past two years) and a copy submitted electronically
 - Cite data sources (e.g., URL)
 - Copy of presentation is to be provided to each class member
 - Cover page - Course name, date, names of team members
 - Maximum 10 pages
 - Double space Pages numbered
 - Table of contents (Specific format to be used will be provided)
 - Executive summary (Specific format to be used will be provided)
- Questions/Issues to be addressed
 - What is the name of the organization?
 - What criteria were used to select the organization or program?

Describe the Best Practice (i.e., role model organization, program or behavior)

Describe the organization's mission

What are the organization's goals and objectives?

Who are the organization's customers and how are they segmented?

Describe the major products/services provided by the organization and discuss what stage of the product life cycle they are in.

Discuss the role that strategic planning and management play relative to advancing the mission of the organization, achieving its goals and objectives and customer satisfaction

What is the organization's marketing strategy?

Identify the organization's relevant publics and describe how it attempts to position itself with each public.

What is the organization's distribution strategy?

Does the firm's organization structure support executing a strategic plan and marketing strategy? How is customer satisfaction measured? Describe the specific tools that are used.