



Jindal Global Business School
Course Outline

Course Title	Institutional Marketing
Core or Elective	Elective
Program and Batch	MBA 2, IBM 4
Semester & Academic Year	Fall 2025
Credits	3
Discipline/Area	Marketing
Provide details if this course is a Prerequisite for any course/specialization	No
Name of the Faculty Member/Course Instructor	Prof. Ankur Vohra
Contact Details of the Faculty Member	Ankur.vohra@jgu.edu.in
Contact Details of Support Staff	jgbs-eo@jgu.edu.in
Faculty Member's Open Office Day/s & Time	Monday- Tuesday (3:00 PM – 5:00 PM)

Introduction to the Course

Institutional marketing is the art and science of promoting **not for profit organisations** with the goal of making them exciting and aspirational for their stakeholders. Helping not for profits to formulate innovative strategies for their Target Group to associate and participate in their activities with the overall objective of achieving their organisational goals & growth targets is also one of the key aspects of Institutional Marketing.

This course explores how institutions build, communicate, and sustain their brand identities. Students will learn the theory and practice of marketing in non-commercial and semi-commercial institutional settings such as **universities, museums, political parties, NGOs, hospitals, and research bodies**. Emphasis will be on brand positioning, stakeholder engagement, and reputation management.

The course will also discuss the not-for-profit sector, the trends, challenges and opportunities that exist in its evolution. Students will be taught key concepts through real life case studies and current application of key marketing concepts by not for profits in the real world. Special emphasis will be given to learning keeping in mind the application of the concepts learnt within the Indian context.

Course Learning Objectives

At the end of the course, students should be able to

1. CLO1-Understand what Institutional Marketing is and how it has evolved over a period, locally and globally.
2. CLO2 Understand key foundational concepts of Institutional Marketing & Not for Profit Sector.
3. CLO3 Learn from real life case studies of Institutional Marketing campaigns of organisations working in the space of Politics, Education, Health & Culture.
4. CLO4 Learn how to conceptualise, build and execute Institutional Marketing campaigns
5. CLO5 Understanding how not for profits are run, key challenges and their contribution in society. Relevance of not for profit sector will also be discussed in this course.

Programme Competency Goals

MBA (BA) Programme Competency Goals (PCGs)		MBA (BA) Programme Learning Objectives (PLOs)
		Students will be able to
1	Technological Agility: Ability to adopt relevant technologies for better business decision making.	<ol style="list-style-type: none">1. Understand relevant business technologies2. Understand future technologies in business domain
2	Responsible Global Citizenship: Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	<ol style="list-style-type: none">3. Understand the interplay between local and global business issues4. Demonstrate sensitivity towards ethical issues5. Demonstrate sensitivity towards social issues6. Address societal issues
3	Effective communication: Ability to effectively exchange ideas and information	<ol style="list-style-type: none">7. Present their ideas with clarity8. Prepare an organized and logical business document9. Use technology for effective communication
4	Critical Thinking: Ability to identify, analyze business problems and propose effective solutions	<ol style="list-style-type: none">10. Identify main issues of business problems11. Examine information from different sources12. Draw inferences from analysis

		13. Evaluate alternatives
		14. Summarize and conclude
5	Leadership: Ability to take initiative, inspire and collaborate with others	15. Take initiative
		16. Contribute effectively in groups
6	Discipline Knowledge: Ability to apply business analytics knowledge to diverse business situations	17. Create analytics model/s to address business problems
		18. Apply analytics model/s to find solutions to address business problems
		19. Draw actionable insights from analytics model/s

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	Program Competency Goals (PCGs)	Course Assessment Item
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PLO 16-17-18	PCG 5, PCG 6	A1, A2
PLO1-2-3	PCG 1, PCG2	A3, A4
PLO10-14	PCG4	A1, A2
PLO15-16	PCG5	A1,A2
PLO 17-19	PCG6	A3, A4

Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Percentage)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1:Class Participation	10%	Individual	Continuous	PLO 15-16-17-18
A2 Team Presentation	30%	Group	Continuous	PLO 15-16-17-18
A3 Midterm	20%	Individual	Midterm Week	PLO 1-2-3-17-19
A4 End term Examination	30%	Individual	Last Teaching Week	PLO 1-2-3-17-19

Description of Assessments:

A1- Class Participation- You are expected to actively engage in the class with key concepts being taught by the faculty. The student is expected to do pre-read ups before the class and contribute to the classroom interactions.

A2 - Team Presentation -You are expected to carefully analyse case studies and present your findings in a power-point format. The presentation must carry a thorough problem identification, analysis, and recommendation (probable solution, and action plan).

A3 Midterm- The midterm examination will be of 20 marks of 1 hours duration. This will be a pen and paper invigilated exam held on the JGU campus.

A4 End term examination- The end term examination will be of 30 marks of 1 hours duration. This will be invigilated exam held on the JGU campus according to the mode decided by CoE.

Teaching Method

The course will have a judicious mix of lectures, storytelling, experiential exercises, and cases. Here the onus of learning will be with the student, and the instructor will be a facilitator. Instead of learning 'what to do', the cases will also be used as examples of real-world phenomena where issues arise, and good and bad practices are seen. The key to learning this way is to see many examples and situations and learn inductive as well as deductive ways from students' and managers' different experiences.

Textbook:

1. **Strategic Marketing for Non-Profit Organizations**, by Alan Andreasen (Author), Philip Kotler (Author)
2. **Strategic Marketing for Educational Institutions**, Philip Kotler, Karen F. A. Fox
3. **The Non-Profit Marketing Guide**, Kivi Lerox Miller
4. **The Routledge Guide to Non-profit Marketing**, Adrian Sargeant & Walter Wymer Jr
5. **Building a Story Brand**, Donald Miller

6. The Cycle, Michael M. Kaiser
7. Healthcare Marketing: A Case Study Approach by Leigh Cellucci, Carla Wiggins, and Tracy J. Farnsworth

Session Plan

Session Details	Topics	PLOs Covered
Session 1	Introduction to Institutional Marketing- Part:1	PLO 1-2
Objective of the session	Understand the broader field of Institutional Marketing	
Subtopics to be covered	Marketing, Not for Profits	
Readings	None	
Case Title & Number	None	
Pedagogy	Experiential	
Session 2	Introduction to Institutional Marketing- Part:2	PLO 1-2
Objective of the session	Understand the broader field of Institutional Marketing	
Subtopics to be covered	Marketing, Not for Profits	
Readings	None	
Case Title & Number	None	
Pedagogy	Experiential	
Session 3	Unique Elements of Not-for-Profit Organisations-1	PLO 10-11-12
Objective of the session	Learn about the broader Not for Profit Sector	
Subtopics to be covered	Organizational Structure	
Readings	The Routledge Guide to Non-profit Marketing	
Case Title & Number	Book	
Pedagogy	Inquiry Based	
Session 4	Unique Elements of Not-for-Profit Organisations-2	PLO 17-18-19
Objective of the session	Learn about the broader Not for Profit Sector	
Subtopics to be covered	Marketing	
Readings	The Routledge Guide to Non-profit Marketing	
Case Title & Number	Book	
Pedagogy	Inquiry Based	
Session 5	Fundamentals of Institutional Marketing-1	PLO 17-18-19
Objective of the session	Who are our Stakeholders?	
Subtopics to be covered	Marketing, Engagement	
Readings	The Routledge Guide to Non-profit Marketing	
Case Title & Number	Book	
Pedagogy	Experiential	
Session 6	Fundamentals of Institutional Marketing-2	PLO 1-2
Objective of the session	Fundraising	
Subtopics to be covered	Marketing, Engagement	

Readings	The Routledge Guide to Non-profit Marketing	
Case Title & Number	Book	
Pedagogy	Experiential	
Session 7	Nonprofit Marketing Plans in Theory—and in the Real World	PLO 1-2
Objective of the session	Learn how to practically execute marketing plans for Non-Profit	
Subtopics to be covered	Digital Marketing	
Readings	The Non-Profit Marketing Guide, Kivi Lerox Miller	
Case Title & Number	Chapter-2	
Pedagogy	Experiential	
Session 8	Nonprofit Marketing Plans in Theory—and in the Real World	PLO 1-2
Objective of the session	Learn how to practically execute marketing plans for Non-Profit	
Subtopics to be covered	Digital Marketing	
Readings	The Non-Profit Marketing Guide, Kivi Lerox Miller	
Case Title & Number	Chapter-2	
Pedagogy	Experiential	
Session 9	Define Your Audiences: Who Do You Want to Reach?	PLO 10-11-12
Objective of the session	Marketing & Distribution Channels	
Subtopics to be covered	Sales, Relationship Management	
Readings	The Non-Profit Marketing Guide, Kivi Lerox Miller	
Case Title & Number	Chapter-4	
Pedagogy	Inquiry Based	
Session 10	Define Your Audiences: Who Do You Want to Reach?	PLO 10-11-12
Objective of the session	Tourism Marketing & Distribution Channels	
Subtopics to be covered	Sales, Relationship Management	
Readings	The Non-Profit Marketing Guide, Kivi Lerox Miller	
Case Title & Number	Chapter-4	
Pedagogy	Inquiry Based	
Session 11	Marketing for Educational Institutions	PLO 1-2
Objective of the session	Learn how Educational Institutions Market themselves	
Subtopics to be covered	Marketing, Not for Profit	
Readings	Strategic Marketing for Educational Institutions, Philip Kotler, Karen F. A. Fox	
Case Title & Number	Book	
Pedagogy	Inquiry Based	
Session 12	Marketing for Educational Institutions	PLO 1-2

Objective of the session	Learn how Educational Institutions Market themselves	
Subtopics to be covered	Marketing, Not for Profit	
Readings	Strategic Marketing for Educational Institutions, Philip Kotler, Karen F. A. Fox	
Case Title & Number	Book	
Pedagogy	Inquiry Based	
Session 13	Guest Lecture-1: Mahesh Balakrishnan, International Baccalaureate	PLO 1-2
Objective of the session	How IB markets its curriculum globally	
Subtopics to be covered	Education	
Readings	IB Website	
Case Title & Number	NA	
Pedagogy	NA	
Session 14	Guest Lecture-2: Bhavin Shah, CEO, Education World Magazine	PLO 1-2
Objective of the session	How K-12 schools' market themselves	
Subtopics to be covered	Education	
Readings	Education World Magazine	
Case Title & Number	NA	
Pedagogy	NA	
Session 15		PLO1-2 PLO 7-8-9
Objective of the session	Revision Class-1	
Subtopics to be covered	NA	
Readings	Full Course	
Case Title & Number	All	
Pedagogy	Experiential	
Session 16		PLO1-2 PLO 7-8-9
Objective of the session	Revision Class-2	
Subtopics to be covered	NA	
Readings	Full Course	
Case Title & Number	All	
Pedagogy	Experiential	
Session 17	Introduction to Online Marketing	PLO 10-11-12
Objective of the session	Learn Key Concepts about Online Marketing	
Subtopics to be covered	Digital Marketing, Advertising Campaigns, Storytelling	
Readings	Latest Online Marketing Updates	
Case Title & Number	NA	
Pedagogy	NA	
Session 18	Online Marketing for Not for Profit	PLO 10-11-12
Objective of the session	Learn Key Concepts about Online Marketing	

Subtopics to be covered	Digital Marketing, Advertising Campaigns, Storytelling	
Readings	Latest Online Marketing Updates	
Case Title & Number	NA	
Pedagogy	NA	
Session 19	Marketing for Arts Organizations	PLO 10-11-12
Objective of the session	Learn Key Strategies to market Arts Organizations	
Subtopics to be covered	Branding, relationship management	
Readings	The Cycle, Michael M. Kaiser	
Case Title & Number	Book	
Pedagogy	Experiential	
Session 20	Marketing for Arts Organizations	PLO 10-11-12
Objective of the session	Learn Key Strategies to market Arts Organizations	
Subtopics to be covered	Branding, relationship management	
Readings	The Cycle, Michael M. Kaiser	
Case Title & Number	Book	
Pedagogy	Experiential	
Session 21	Marketing for Political Parties	PLO 3-4-5-6
Objective of the session	Learn how Institutional Marketing works in Politics	
Subtopics to be covered	Relationship Management, Digital Marketing	
Readings	Brand Obama: How Barack Obama Revolutionized Political Campaign Marketing in the 2008 Presidential Election	
Case Title & Number	CMC Senior Theses. Paper 990.	
Pedagogy	Inquiry Based	
Session 22	Marketing for Political Parties	PLO 3-4-5-6
Objective of the session	Learn how Institutional Marketing works in Politics	
Subtopics to be covered	Relationship Management, Digital Marketing	
Readings	Brand Obama: How Barack Obama Revolutionized Political Campaign Marketing in the 2008 Presidential Election	
Case Title & Number	CMC Senior Theses. Paper 990.	
Pedagogy	Inquiry Based	
Session 23	Marketing for Healthcare	PLO 3-4-5-6
Objective of the session	Learn how Institutional Marketing works in healthcare sector	
Subtopics to be covered	Relationship Management, Digital Marketing	
Readings	Healthcare Marketing: A Case Study Approach by Leigh Cellucci, Carla Wiggins, and Tracy J. Farnsworth	
Case Title & Number	Strategic Actions of the Healthcare Marketer – Intermountain Healthcare	
Pedagogy	Inquiry Based	
Session 24	Marketing for Healthcare	PLO 1-2
Objective of the session	Learn how Institutional Marketing works in healthcare sector	

Subtopics to be covered	Relationship Management, Digital Marketing	
Readings	Healthcare Marketing: A Case Study Approach by Leigh Cellucci, Carla Wiggins, and Tracy J. Farnsworth	
Case Title & Number	Strategic Actions of the Healthcare Marketer – Intermountain Healthcare	
Pedagogy	Inquiry Based	
Session 25	Public Relations & Fund Raising in Not Profits	PLO 1-2
Objective of the session	Learn how PR & Fundraising works in Not for Profits	
Subtopics to be covered	Marketing, Branding	
Readings	Strategic Marketing for Non-Profit Organizations, by Alan Andreasen (Author), Philip Kotler	
Case Title & Number	Chapter 14, 15	
Pedagogy	Inquiry Based	
Session 26	Public Relations & Fund Raising in Not Profits	PLO 1-2
Objective of the session	Learn how PR & Fundraising works in Not for Profits	
Subtopics to be covered	Marketing, Branding	
Readings	Strategic Marketing for Non-Profit Organizations, by Alan Andreasen (Author), Philip Kotler	
Case Title & Number	Chapter 14, 15	
Pedagogy	Inquiry Based	
Session 27	Revision Class -3	PLO 7, PLO 8, PCG 3, PCG 4, PCG5, PCG 6
Objective of the session	Revision	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 28	Revision Class- 4	PLO 7, PLO 8, PCG 3, PCG 4, PCG5, PCG 6
Objective of the session	Revision	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 29	Final Student Presentations	PLO 7, PLO 8, PCG 3, PCG 4, PCG5, PCG 6
Objective of the session	Present the learnings	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	
Session 30	Final Student Presentations	PLO 7, PLO 8,

Objective of the session	Present the learnings	PCG 3, PCG 4, PCG5, PCG 6
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to disabilitysupportcommittee@jgu.edu.in