MACQUARIE
UNIVERSITY ~ SYDNEY

DIVISION OF ECONOMIC AND FINANCIAL STUDIES

BUSINESS DEPARTMENT

GRADUATE ACCOUNTING AND COMMERCE CENTRE (GACC)

BRAND MANAGEMENT
MKTG 811

UNIT OUTLINE
Semester 2 - 2008

Students in this unit should read this unit outline carefully at the start of the semester. It contains important information about the unit.

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1) Introduction

Welcome to the truly fascinating world of Brand Management!

More and more firms of all types have come to the realization that one of the most valuable assets they have is the brand names associated with their products or services. Despite this recognition, very little attention has been paid to the subject in management education, especially in Masters programs.

The objective of this unit is to increase the understanding of the important issues in planning and evaluating brand strategies across consumer and industrial markets and across goods and services. The unit will introduce appropriate theories, models and other tools needed to make better branding decisions. A strong marketing orientation is carried throughout the course that builds on material covered in fundamentals of marketing. Particular emphasis is placed on understanding the psychological principles at the consumer level that will improve managerial decision-making with respect to brands. In addition, the unit will cover the importance of brand equity, brand strategies over the product lifecycle, and the application of the marketing mix to brand strategies.

The specific basic objectives of the unit are:

1. *To increase understanding of the important issues in planning and evaluating brand strategies;*

2. *To provide the appropriate theories, models, and other tools used to make better branding decisions; and*

3. *To provide a forum for students to apply these principles.*

This lecture- and tutorial-based unit emphasises *analytical learning.* You will obtain maximum benefit from this subject by thinking, preferably critically, about the concepts and various factors discussed in lectures/tutorials and applying them when you read current business journals/magazines and newspapers etc. As a matter of fact, this unit will improve and test students' powers of analysis and creative thinking and problem-solving in addition to the ability to present ideas persuasively (communication skills) and to work cooperatively in team situations (self-awareness and interpersonal skills).

It is hoped that you will enjoy this unit and benefit greatly from it, since the topics discussed will hopefully help you plan/manage your career and achieve your goals. However, should you experience problems and/or are concerned with your progress, it is recommended that you consult with the lecturer earlier rather than later. *Carpe Diem!*

2) Unit Objectives

This unit is designed to provide students with an *overview* of Brand Management. The learning outcomes of the unit are:

- To gain an understanding of the major elements of Brand Management
- To be able to critically assess Brand Management strategies
- To be able to apply Brand Management theory to real life examples
- To work effectively in teams to analyse and prepare reports on brand management issues

Students with writing problems will find that help can be found at:
http://www.ling.mq.edu.au/support/writing_skills/letter.htm

3) Unit Approach

This unit is lecture- and tutorial-based. Typically, the class-time structure will be like this:

- During lectures, Brand Management theory and concepts will be discussed. To take advantage of the large proportion of international students and the variety that this provides (for example in terms of culture), we will establish links between theory and your personal experiences in an international market setting during class discussions. Additionally, videos/DVDs will give illustrations of real-world examples.
- During tutorials, student groups will present Brand Audits and lead the class discussion. Further details regarding this assignment are discussed in section six.
- The lecture notes will be posted on **http://learn.mq.edu.au/** on a weekly basis. For your own convenience it is recommended to print hardcopies of the respective notes *before* coming to class. The recording (video or tape) of lectures

or tutorials is *not* permitted. If you miss a class/tutorial, ask a colleague for her/his notes. **http://learn.mq.edu.au/** is also where you will find details regarding the assignment allocations and supplementary notes.

4) Unit Time and Location

There will be 11 x 3 hour lectures/tutorials as well as a final exam in week 13. The timetable for classes can be found on the GACC web site at: http://www.gacc.mq.edu.au/home. The classes will be held on **Monday, 2-5pm,** in E6A 131, and on **Friday, 6-9pm,** in E4B 316.

Please be on time for class. If you are more than 10 minutes late, you will have to wait until the first break since latecomers do interrupt the class! After all, "punctuality is the politeness of kings" (Louis XVIII of France, 1755-1824).

5) Subject Pre-requisite and Assessments

Students must have completed, at the very least, a *Marketing Fundamentals course,* since a clear understanding and knowledge of basic marketing concepts is required in order to follow class discussions.

The assessment components of this unit are as follows:

Component	***Weighting***	***Assessment***
Participation	**10%**	Individual mark
Final Exam	**40%**	Individual mark
Brand audit - Presentation	**20%**	One mark per team
Brand audit - Report	**30%**	One mark per team
Total	**100%**	

- All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete assignments (including presentations); and complete the final examination.

- 80% attendance at classes (i.e. lectures and tutorials) is a prerequisite to passing this course. Attendance will be taken at the *beginning of class* to ensure this.

- Assignments submitted after the due date have to be accompanied by a doctor's certificate. Five marks will then be deducted for each day late. If you are unable to provide a doctor's certificate, you will be awarded zero marks.

- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam and the participation component (in total) in order to pass this unit. Hence students must achieve a minimum of 25 out of 50 maximal points for the final exam and the participation component *together* (regardless of the mark achieved for the assignments). Students failing to meet this requirement will be awarded an F grade. Furthermore, they will be given a final mark commensurate with their final exam and the participation component in percentage of the critical pass mark of 50. In other words, their final mark will be the mark achieved in the final exam and the participation component only in percentage of the critical pass, and will then not include the assignment marks.

- For example, a student who achieved **38** out of 50 for the assignments, **6** out of 10 for the participation, and **11** out of 40 for the final exam will score an overall of 55 marks (38 + 6 + 11 = 55). However, he/she would not have achieved the critical pass mark of 25 out of 50 in terms of the participation component and the final exam (6 + 11 = 17). This student would hence fail the unit based on the critical pass mark and would be assigned an F grade and 34 (17/50*100) as his/her final mark. So please avoid this situation by studying *hard* - study on a *regular basis throughout the semester* in order to be well prepared for the final examination.

- *No correspondence* will be entered into directly with any student regarding *academic performance,* i.e. marks/grades of assignments, participation or final exam. Students wishing to appeal their grade must do so through the authorised University channel.

6) Assignments

There will be a Brand Audit to be conducted in teams. This assignment is designed to enhance your knowledge about current branding issues and will be used to generate discussion during tutorial time. Further, this assignment shall improve your information collection and interpretation skills. The purpose is to apply theoretical concepts to the real-world and to incorporate the current managerial branding

literature. Using a team approach, students will need to work with other class members. Students will divide into teams of ideally 4 - 7 (depending on the class size) in Week 2. Group work is intended to be of benefit in that a number of perspectives and interpretations are presented; alternative points of view are encouraged. These teams will then each make a presentation on an assigned brand to the rest of the class and lead the class discussion. Teams will present their Brand Audits in a stand-up presentation at the nominated times, on the nominated days. All students are required to actively participate in classroom discussion during these presentations.

The brand audit project is designed to allow you to demonstrate your understanding of the course material, your ability to apply it to a real-life example and your capacity to work in a team to make it happen. Every team must study a different brand, and brands are assigned by the tutor two weeks prior to the in-class presentation/report submission. The goal of the brand audit is to assess its sources of brand equity and suggest ways to improve and leverage that brand equity.

A variety of sources of information must be used to assemble this profile. Students are encouraged to consult trade magazines and business publications, and consult with company sources. **It is not assumed that you will be able to gain any cooperation from the company.** In fact, students should NOT under any circumstances contact the company involved in the Brand Audit! Failure to observe this will result in zero marks being awarded for this assignment. Further research into relevant journals, newspapers, magazines, books and website material, however, is strongly recommended.

Written Assignment

Written brand audit papers *should not exceed 40 A4 pages* (exclusive of the list of references, attachments like appendices and exhibits that *should not exceed 15 pages; and also exclusive of the 'Learning reflection' at the end of the assignment that should be three pages in length), typed with double line spacing* using font *Arial size 12,* margins top/bottom 1.00" and left/right 1.25" (measurement in inches – MS Word default). This will allow enough space for comments and it also ensures fairness towards other teams. Marks will be deducted for exceeding the number of

pages. All group projects must be typed[1] and follow a report format (please refer to the next paragraph). No late reports will be accepted.

Papers must be *referenced* using the **APA Style**. Marks will be deducted for failure to conform to this style. Students who are unclear about this referencing style should refer to the APA website:

- http://apastyle.apa.org/

Another helpful link from the MQ Library is here (i.e. Ready Reference):

- http://www.lib.mq.edu.au/readyref/

Please, absolutely no plagiarism - you must acknowledge *all* sources of the ideas included in your report. Plagiarism amounts to academic misconduct, for which there are severe penalties. The same applies to cheating (e.g. during the exam). Where individual or group work is required for the purpose of assessment, copying of the work of other individuals or groups without acknowledgment is considered to be cheating and plagiarism. *Please keep in mind that assignments can easily be checked by the marker for plagiarism using "Turnitin", a software tool that detects suspicious cases.*

All papers submitted must be *proof-read* before being handed in. Proof-read in this context means that the paper must have *page numbering* and have been subjected to a complete *spell check and grammar check* (use programs which are now widely available in word processing packages; read the paper yourself several times and possibly ask a friend/colleague to read it as well). A substantial amount of marks will be deducted for substantial levels of spelling and grammar mistakes (this is a university postgraduate level course!).

[1] Handwritten assignments will not be accepted.

Your brand audit reports should include the following:

- **Cover sheet:** This can be downloaded from Blackboard (**http://learn.mq.edu.au/**). Assignments without this official cover sheet will *not* be accepted. This form also contains a column where the *participation per student* will have to be indicated.
- **Table of Contents:** Shows the structure of your paper. Include page numbers.
- **Brief introduction:** What is the report all about? What are the key issues at hand?
- **Brand inventory**
    - Owner of the brand
    - History of the brand
    - Products/Services offered under this brand
    - Positioning of the brand
    - Brand Elements (names, URLs, logos, symbols, characters, slogans, jingles, packaging)
    - Distribution (where is the brand available?)
    - Competitors (include market share and other relevant facts and figures)
    - Approximate value of the brand (include revenues, profitability, budget, etc.)
- **Brand exploratory** (e.g. based on consumer reports, consumer groups, discussion group web sites, magazines, newspapers) → *this is the more challenging research and analytical component of this assignment!*
    - Brand awareness
    - Brand associations
- **Conclusion**
    - SWOT analysis; clearly identify key marketing challenges
    - Recommendations (addressing the identified key marketing challenges) → and make sure they are realistic (budget, etc.)!
- **Appendix:** Tables, Charts, Graphs, Figures, Photos, etc.
- **References:** Listing only the material that you actually refer to in the report.
- **Learning reflection, i.e. the team's reflection on the learning process (maximum 3 pages)**
    - What have we learned about marketing/branding?
    - What have we learned about conducting research?
    - What have we learned about team work during this assignment?

Assignment Presentation

Students will prepare *professional* (i.e. you might consider business attire for the purpose of the presentations) quality presentations of *maximum 35 minutes duration (including class discussion time)* each for the Brand Audit. *Every* team member must present in order to be allocated a presentation mark. Stimulation of effective discussion and debate will be an important and integral part of the presentation assessment. This presentation can be structured in a similar way to the report, but you might want to – based on time constraints – set priorities and focus on the key issues that are relevant for the class discussion. You should *involve* the class (you can be creative here), *lead a discussion* at the end and demonstrate your knowledge (as a result of having conducted substantial research) on the material. *Important is also that you present a clear, realistic and doable recommendation for the brand at hand!* A handout of your presentation (ideally 3 slides per page; i.e. similar format to the lecture notes on Blackboard) should be provided to your tutor prior to your presentation. *The assignment presentations and discussions are examinable.* A few hints regarding your presentation:

- **Never** use hand-written overheads.
- **Do not** photocopy work from your assignment and put it on overhead, i.e. create new and separate slides.
- **Do not** use small fonts for your slides - 20 or above is a good size.
- **Do not** just read your report aloud in class → practice **free speech!**
- **Please don't panic!** This is your chance to practice public speaking in a *familiar* environment - and giving successful presentations is very much a matter of *practice.* So training and cultivating this skill will likely be beneficial for you in the future.

In addition to visual aids (e.g. overhead projectors, slides, videos, white board, etc.) you may use team members in supporting roles, *i.e. role-plays.* Students are reminded that presentation aids must be prepared *in advance* of the class and that *efficient setting-up procedures* are part of the overall presentation assessment. Students will be penalised for the inappropriate use of class time. All teams must present their assignments on the day they are due. There will be no excuses accepted. Failure to present on the allocated day will result in a zero presentation mark.

7) Exam

The final exam will consist primarily (but not only) of *essay-type questions* and will take place during week 13 during regular class time. It will consist of *four compulsory*

questions that my contain sub-questions (e.g. 1a, 1b and 1c) and you will have two hours to write the exam, plus 10 minutes reading time at the beginning of the exam. This exam is *closed book* and *no dictionaries* will be allowed. You will be tested on all topics covered during class and tutorials, *including videos/DVDs, possible talk(s) of guest speaker(s) and material not mentioned in the official class notes.* Please note that, due to time constraints, it is impossible to cover each and every slide of the lecture notes and the entire textbook content during lecture time. It is therefore incumbent upon all students to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class on their own (since this could also be tested). The exam also covers the assignments (i.e. Brand Audits) discussed in tutorials.

The final exam *must* be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: http://www.reg.mq.edu.au/Forms/APSCon.pdf

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

8) Participation

Your participation throughout the semester will be evaluated by the lecturer and tutor. Your evaluation in this respect will depend predominantly on:

- Attendance at class
- Meaningful contributions during class time
- Punctuality
- Professional conduct and behaviour

9) Textbook and related materials

Required textbook

Keller, Kevin L. (2008), *Strategic Brand Management (third edition).* Upper Saddle River, NJ: Prentice-Hall.

The textbook will be available from the Co-Op Bookshop. Additional marketing readings and links to relevant journals and magazines are provided on the MKTG811 Blackboard site.

Related required materials

- Class notes are posted on **http://learn.mq.edu.au/** on a weekly basis.

10) Teaching Staff

Lecturer	**Dr Chris Baumann**	▪ Email: cbaumann@efs.mq.edu.au ▪ Room: E4A 214; report to GACC reception first please. ▪ Consultation times: Wednesdays 2.30pm to 4.30pm. Other times strictly by appointment only.
Tutor	**Maynel Haddad**	▪ Email: maymin@tpg.com.au

11) Cheating and Plagiarism

The University defines plagiarism in its rules: “Plagiarism involves using the work of another person and presenting it as one’s own”. Plagiarism is a serious breach of the University’s rules and carries significant penalties. You must read the University’s practices and procedures on plagiarism. These can be found here: http://www.student.mq.edu.au/plagiarism/

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in unit, and/or referral to the University Discipline Committee.

12) University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e. the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performance of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

13) Student Support Services

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://www.student.mq.edu.au/.

14) MKTG811 - Lecture and Tutorial Outline

Subject to change without further notice!

Week	Date	Lecture	Chapter(s)	Tutorial
1	04.08. 08.08.	**Introduction**		
2	11.08. 15.08.	**Brands and Brand Management**	1	Team Formation 1st Assignment Allocation
3	18.08. 22.08.	**Customer-Based Brand Equity** **Brand Positioning and Values**	2 3	2nd Assignment Allocation
4	25.08. 29.08.	**Choosing Brand Elements to Build Brand Equity**	4	**1st Assignment Presentation** 3rd Assignment Allocation
5	01.09. 05.09.	**Designing Marketing Programs to Build Brand Equity** **Integrating Marketing Communications to Build Brand Equity**	5 6	**2nd Assignment Presentation** 4th Assignment Allocation
6	08.09. 12.09.	***Early Evaluation (feedback on the unit)*** **Leveraging Secondary Brand Knowledge to Build Brand Equity** **Developing a Brand Equity Measurement and Management System**	7 8	**3rd Assignment Presentation**
7	15.09. 19.09.	**Measuring Sources of Brand Equity: Capturing Customer Mindset**	9	**4th Assignment Presentation**
	22.09. 26.09.	***Recess***		
	29.09. 03.10.	***Recess***		5th Assignment Allocation (email lecturer/tutor)
8	06.10. 10.10.	**Measuring Outcomes of Brand Equity: Capturing Market Performance**	10	6th Assignment Allocation
9	13.10. 17.10.	**Designing and Implementing Branding Strategies** **Introducing and Naming New Products and Brand Extensions**	11 12	**5th Assignment Presentation** 7th Assignment Allocation
10	20.10. 24.10.	**Managing Brands over Time** ***(Final Exam Overview)***	13	**6th Assignment Presentation**
11	27.10. 31.10.	**Managing Brands over Geographic Boundaries and Market Segments**	14	**7th Assignment Presentation**
12	03.11. 07.11.	***Course Evaluation (Student Feedback)*** **Closing Observations**	15	
13	10.11. 14.11.	***Final exam*** *4 questions to be answered within 2 hours (plus 10 mins reading time)*	Weeks 1 to 12 & **all** Brand Audits	None